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# A Study on Work Life Balance and Employees' Job Satisfaction: Case of ABC Tyre Manufacturers

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**Abstract:** The study explores the relationship between work life balance and employees' job satisfaction with special reference to supervisory category in ABC Tyre Manufacturers. These employees have resigned from the company, due to job dissatisfaction associated with improper work life balance. This study empirically evaluated four dimensions of independent variables (working environment, workload, welfare system and societal impact) and four dimensions of the of the dependent variable (co – workers, independence, company policies and social services). The research study was conducted with eighty samples through simple random sampling among two hundred supervisory category employees. A self-administered questionnaire was distributed randomly among a sample of 80 supervisory category employees and data were collected accordingly. The findings indicated the impact of work life balance on employees' job satisfaction and derived a strongly positive relationship between work life balance and employees' job satisfaction. The importance of providing good work life balance arrangements in an organization was highlighted. Improving employees' satisfaction, enhancing their performance, and collaborations were recommended to increase productivity in an organization.

**Keywords:** *Job Satisfaction, Work Life Balance*

## Introduction

Globalization, technological advancement along with other improvements etc., have triggered dynamic changes in various sectors in business organizations. These transformations have paved the way for rapid economic growth and development worldwide and overall, opening new arenas for business organizations (Shujat & Bhutto 2011). Today, introducing new business and technological strategies to suit customer expectations as well as society is one of the key concerns of business organizations to survive and succeed. On the other hand, a strategy of this kind enables effective competition in the business field. The competition among the business organizations, business improvements, business work setups have increased drastically and have been complex due to the above mentioned consequences. Therefore, human resource can be identified as a vital factor for every organization to achieve both the competitive advantage in the respective field as well as organizational objectives efficiently and effectively. Any organization cannot succeed without the efforts of the organization's work force while at present, employees pay much attention to work (Adikaram, 2016). Besides, the present working context is marked by intense pressure, changing demographics, constant deadlines and moreover, rapid changes in technology creating virtual work life arenas (Adikaram, 2016). Thus, most organizations face adverse consequences such as employee turnover, absenteeism, work stress, employee health issues etc.

Hence, in the contemporary business context, work life balance plays a significant role in the organization and it has become vital among its business strategies. According to Opatha (2010), work life can be defined as the life that relates to a person's employment' where it can be viewed that, work life of an employee has a significant impact to his or her personal life and vice versa. There has been an increasing interest in the conflict between family and work domains in the recent years (Sangaradeniya, 2015). Therefore, work life balance is an important requirement which has become a common factor to all employees in an organization regardless of age, gender and employment status.

Job satisfaction can be defined as a mental feeling of favorableness which an individual has on his/her occupation (Opatha, 2009). Job satisfaction brings positive job-related attitudes to the employees. A satisfied employee is more likely to be highly productive, well committed, flexible, creative, and loyal to the organization. Most of the organizations encounter challenges in the process of measuring job satisfaction and on the other hand most of the organizations have identified job satisfaction as a benchmark to measure the job performance (Shantha, 2019). Besides, when employees of the organization become dissatisfied with the work engaged, it creates a negative impact on their employment outcome as well as the personal life. Therefore, the purpose of the study is to study the relationship between work life balance and employees' job satisfaction. Besides it was also noted that, the

sustainability of the manufacturing company mainly depends on highly committed satisfied workforce and in turns would enhance the productivity levels of the organization. Therefore, the findings of the study will be helpful, particularly to manufacturing organizations which endeavors to recuperate the work life balance and job satisfaction in the aftermath of Covid-19 pandemic in early 2020.

### Problem Statement

Today, work-life balance has turn out to be an increasingly invasive concern to both employers and employees. Therefore, business organizations should pay more attention to have in place a proper work life balance among the employees to maintain a highly satisfied and a committed workforce within the organization. Hence, this tyre manufacturing organization has become aware that dissatisfaction of employees has become a critical factor to be concerned and it has been reflected on the yearly turnover of employees as per the Table 1.

**Table 1:Yearly Turnover of Supervisory Level Employees**

Year	2014	2015	2016	2017	2018
No of employees (Supervisory Level) resigned	15	25	30	35	37
No of employees (Supervisory Level) resigned from the company due to improper work life balance	8	12	15	17	20
As % of employees resigned due to improper work life balance	53.33%	48%	50%	48.57%	54.05%

*Source – Yearly HR Review Reports (2018) of ABC Tyre Manufacturers*

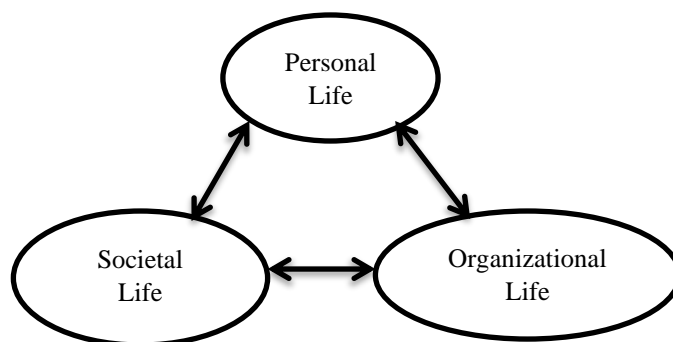
Work life balance depends on several factors such as flexible working hours, flexible rules and conditions, family support, friendly working environment etc. It was noted that organization has not clearly addressed these concerns that later have led to grave performance matters within the organization. These matters primarily include non-meeting of expected targets, deadlines and low quality of work and rise in defect rates along with repercussions such as negative synergies in work life balance and job satisfaction (Shantha, 2019).

Thus, there is a significant potential to investigate the relationship between work life balance and employees’ job satisfaction, which calls for a holistic procedure in handling employers/employees; in addition, to minimize the empirical and theoretical gaps that exist due to unavailability of knowledge and investigations/surveys to have in place a flexible working environment, which in turn, would provide employees with a better working environment.

### Literature Review

#### Work Life Balance

Work-life balance is a vital aspect in individual well-being in terms of health satisfaction, family satisfaction and overall life satisfaction (Beauregard & Henry, 2009). Researchers have defined work-life balance in terms of two dimensions such as role engagement in multiple roles in work and non-work life and minimal conflict between work and non-work roles (Sirgy & Lee, 2017). Accordingly, when considering the multiple roles, work life balance is defined as “*allocation of time and psychological energy in a balanced way in work and non-work life while deriving much satisfaction from both work and non-work life*” (Greenhaus, et al., 2003). The second definition involves role enrichment with no role conflict (Greenhaus & Allen 2011; Frone 2003). According to Adikaram (2016), work life balance consists of following components as shown in Figure 1.



**Figure 1: Basic Components in Work-Life Balance**

*Source: Adikaram (2019)*

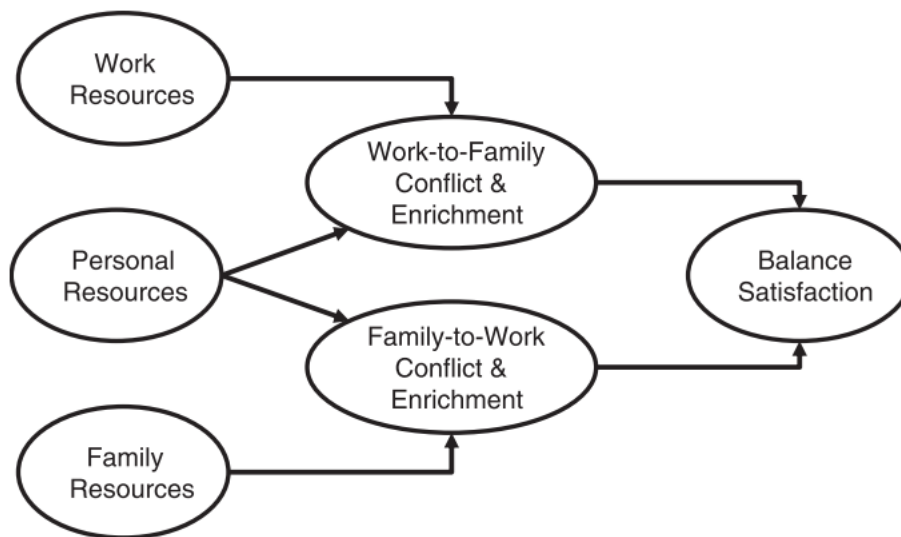
The work- life balance can be identified as an equilibrium or maintenance of multiple responsibilities at work, at home, and in the other aspects of life (Sirgy and Lee 2018; Adikaram, 2016;). The balance between work life and personal life ensures that the demands arising from the employment and family are being fulfilled. Hence, individuals must be actively engaged in social roles in work life as well as non-work life. Engagement in multiple roles facilitates performance of roles and self-satisfaction across life domains (Opatha 2001).

Three components of Work Life Balance can be identified related to roles of engagement as (Greenhaus et al., 2003).

1. Time balance which is allocating equal time to work and family.
2. Involvement balance defined as mental involvement with work and family issues.
3. Satisfaction balance which is equal satisfaction with family and work

According to the authors, depending on whether the time, involvement and the satisfaction are equally high or equally low above the components of work life balance represents either positive or negative relationships. When individuals devote equal time between both work and non-work roles, a positive time balance can be identified. However, when devoted equal time slots are limited, a negative time balance between those roles can be identified. Similarly, depending on the high equal or low equal psychological involvement, balance between work and non-work roles can result in positive or negative involvement, respectively. As a result, Greenhaus et al. (2003) highlighted that, positive balance has a significant impact on the quality of life when compared to the negative balance.

Apart from the role of engagement, minimal conflict between work and non-work-related roles has been considered as a major requisite for work life balance (Sirgy & Lee 2018). Role conflict reflects the degree to which role responsibilities in one life domain and another life domain are incompatible (Wayne et al. 2019; Greenhaus & Beutell 1985). Here, the two life domains are work and non-work-related roles. Due to this incompatibility, the demand of one role resists the performances of the other role. Wayne et al. (2019) identified conflicts as variables related to work life balance, and further elaborated that a manageable demand in one role provides resources to reduce conflict and increase enrichment. According to the authors, this is also an inter-role conflict with a bidirectional nature, where the conflict exists as work-to-family and family-to-work. Figure 2 depicts a clear relationship between personal, work and family resources on balance satisfaction.



**Figure 2: A Model for Balance Satisfaction**

*Source: Wayne et al. 2019*

Similarly, among the different concepts related to work life balance, such as multiple roles; equity across multiple roles; satisfaction between multiple roles is (Kalliath & Brough 2008). According to Figure 2, to attain satisfaction, the employees use personal, work and family tools to avoid conflicts and support enrichment. Meanwhile, Haar et al. (2014) stressed that, regarding the effects of work life balance, employees tend to be more satisfied of their life than the job with better physical and mental health. In today's business context, employees often struggle to manage their work life and personal life. Hence, when restructuring organizations, the latter need to take care of their efficient and loyal employees within the organization and provide them the satisfaction through work life balance (Rifadha & Sangarandeniya, 2015). Similarly, it can be identified as managing work life balance of the employees along with job satisfaction are critical factors for every organization to achieve organizational success. Such a strategy can also assist to retain and attract the employees within the organization.

### **Job Satisfaction**

In organizational environment, job satisfaction of the employees is vital to retain the existing employees and to attract new blood to the organization (Shujat & Bhutto 2011). Job Satisfaction can be defined as employees' attitude, feelings, and behavior towards to the organization (Chen, 2008). Job satisfaction is a concept which is versatile and complex, and different people perceive it differently. It's often considered in the context of motivation but it's quite apart from it. According to Opatha (2009), job satisfaction means the degree of enjoyment an employee feels towards his or her job being performed, where it brings positive job related attitudes to the employees. A satisfied employee is more likely to be highly productive, creative, flexible, committed and loyal to the organization (Opatha, 2009). Adikaram, (2016) stated that job satisfaction consists of categories such as affective and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspects of their job, such as pay, hours, or benefits. Overall job satisfaction is determined by the difference between aspects (when taken as whole) a person feels he should receive from his job and all those aspects he or she actually receives. Job satisfaction is influenced by a person's ability to complete required tasks entrusted to him or her, the level of communication of an organization, the way how management treats employees and offers proper working arrangement etc. (Adhikaram, 2016).

An empirical study that discussed job satisfaction and emotions found that a good mood is related to overall job satisfaction. In addition, positive and negative emotions were found to be related to overall job satisfaction. In particular, the study identified various factors that affected to the job satisfaction as follows (Sumaiti, 2010),

- Pay
- Promotion
- Co- workers and tasks
- Supportive working environment

- Flexible working hours and schedules
- Proper welfare system

The theory of Frederick Herzberg described two main factors related to job satisfaction: motivation and hygiene. He also mentioned that hygiene factors include pay, supervisory practices, aspects of company policy, and work conditions. Further, in Maslow's hierarchy of need's theory linked motivation to job satisfaction. His theory explains the main five needs of people's lives that are to be satisfied which are physiological, safety, social, self-esteem and self-actualization.

When employees do not have a clear direction about the tasks given to them and do not receive enough input on the job, they become unhappy and dissatisfied with their work. If employees can't manage personal life along with duties and responsibilities of the occupation, employees get dissatisfied. As a result, this situation leads to a low level of job satisfaction of employees within the organization. As such, employees' dissatisfaction is mainly caused due to circumstances such as increased levels of employees' absenteeism, employee turnover rate, job stress and health issues, less performance and etc. Moreover, both employees as well as organization are negatively affected because employees are not willing to retain within the organization due to job dissatisfaction. Consequently, without retaining employees and a satisfied workforce, organizations cannot achieve competitive advantage.

### **Relationship of Work Life Balance and Job Satisfaction**

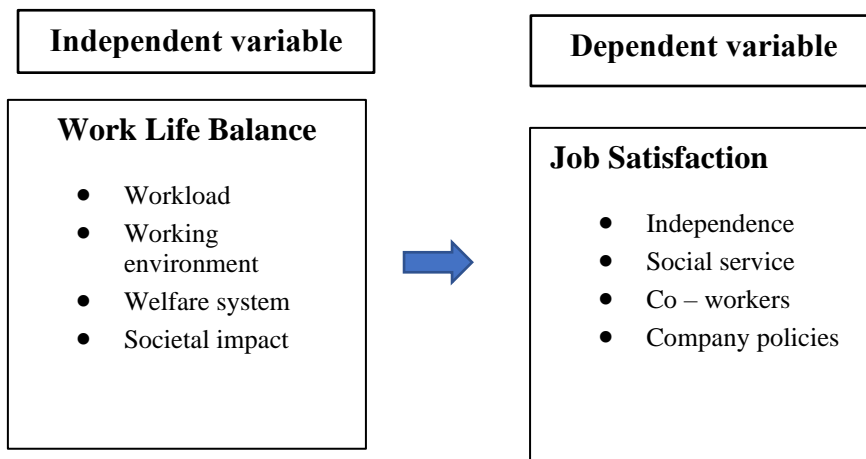
Considerable research has already been conducted on work life balance and employee satisfaction in developed countries. According to Shujat & Bhutto (2011) various research studies have been conducted and examined in this area of study. These aimed to identify which factors of work life balance have more influence on employee job satisfaction and to analyze the impact of work life balance on employee job satisfaction in the banking sector. This research can be helpful for banks to take measures to restore this work life balance.

Many factors affect the employee satisfaction at work. Among these, concern for work life balance is rising. The demand of employees work life balance is increased by change in trends in the business such as change in organizational structure, diversity of work force and female employees working in organizations. When employees are not clear about their roles to be performed, then they are unable to meet organizational goals. This can impact their personal life and employees become dissatisfied with their job. Organization too faces issues such as lack of effectiveness (Shujat & Bhutto., 2011). Organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success. On the contrary, Nadeem & Abbas (2009) examined the relationship between work life conflict and job satisfaction and revealed a negative relationship; they further suggested that the supportive management can be a remedy to minimize the conflict and enhance satisfaction among employees. Another study by Kumari (2012) conducted in India indicated that work-life balance is significantly correlated with job satisfaction in the banking sector. It suggested that female employees should be provided more facilities such as flexi time, job sharing, child care, etc. to gain their organizational commitment.

Most findings show that work life balance is significantly and positively correlated with job satisfaction (Sumaiti, 2010). Therefore, due to the higher level of satisfaction, well committed employees are the most valuable assets of any nation's economy. Such employees can act as competitive advantage in the long term (Rifadha & Sangaradeniya, 2015).

### **Conceptual Framework**

The researchers have selected the employees' job satisfaction as the dependent variable while work life balance as the independent variable. Employees' job satisfaction can vary with the factors that affect work life balance in the organization.



**Figure 1: Conceptual Framework**

*Source: Author's Compilation*

As a result, based on the empirical facts and theoretical reasons stated above, the current study advanced the following two hypotheses, which will be investigated using primary data.

**H<sub>0</sub>** – There is no relationship between the work life balance & job satisfaction

**H<sub>1</sub>** – There is a relationship between the work life balance & job satisfaction

## Methodology

Current study primarily aimed at exploring the relationship between work life balance and employees' job satisfaction with special reference to supervisory staff in ABC Tyre Manufacturers. This research is conducted as a business research to apply the findings of the study to improve the employees' job satisfaction. Thus, this research contributes to the overall performance of the selected organization. The researchers intend to find the relationship between work life balance and employees' job satisfaction in the supervisory category (Staff category) in various departments of ABC Tyre Manufacturers with a sample consisting of 80 respondents among 200 employees in the supervisory level. Besides, the sample was selected using simple random sampling technique. Further, this study was not biased and limited to one section; all the sections were equally considered when obtaining information. Primary data were gathered through the structured questionnaire including two main parts which are namely Part I – Personal Information and Part II – Research Information. Personal information includes the gender, age group, marital status, and years of service, educational qualification and department of employees. Research information includes close-ended questions that have been developed based on the indicators of the study variables; work life balance and employees' job satisfaction, for which data are collected through closed ended statement with a degree of agreement. These were measured with the five-level Likert's scale of 1 to 5 from every individual employees' point of view. Secondary data were gathered from reliable sources such as sample research articles, books, publications, journals etc., which are related to the research topic, monthly HR reports, and relevant web sites. The collected primary data were analyzed with the aid of Statistical Package for Social Sciences (SPSS) employing correlation analysis, linear regression and analysis of variance was used to investigate the objectives.

## Reliability Analysis

Reliability of the data set has been evaluated prior to the data analysis of the questionnaire to obtain valid research outcomes of the study. Reliability has been established under the Cronbach's Alpha method (shown in Tables 2 and 3) where an alpha value of more than 0.600 has been derived under each dimension. Accordingly, the dimensions are reliable and valid for the analysis.

**Table 2: Reliability Statistics - Independent Variable**

Independent Variable	Dimensions	Reliability Statistics
		Cronbach's Alpha
Work Life Balance	Workload	0.775
	Working environment	0.811
	Welfare system	0.787
	Societal impact	0.754

Source: Survey Data, 2019

**Table 3: Reliability Statistic - Dependent Variable**

Dependent Variable	Dimensions	Reliability Statistics
		Cronbach's Alpha
Job Satisfaction	Independence	0.795
	Social service	0.773
	Co – workers	0.776
	Company policies	0.687

Source: Survey Data, 2019

## Analysis and Discussion

### Correlation between Work Life balance and Job Satisfaction

Correlation analysis were conducted to find out the relationship between the independent variable of work life balance and the dependent variable of job satisfaction as shown below.

**Table 4: Correlation between Work Life Balance and Job Satisfaction**

		Work Life Balance (Independent)	Job Satisfaction (Dependent)
<b>Work Life Balance (Independent)</b>	Pearson Correlation	1	<b>.905**</b>
	Sig. (2-tailed)		.000
	N	80	80
<b>Job Satisfaction (Dependent)</b>	Pearson Correlation	<b>.905**</b>	1
	Sig. (2-tailed)	.000	
	N	80	80

Source: Survey data, 2019

According to the SPSS results, a correlation value of +0.905 has been derived. This depicts that the work life balance (Independent variable) and the job satisfaction (Dependent Variable) are strongly positively related. Therefore, null hypothesis is rejected.

### ANOVA Testing

**Table 5: ANOVA Testing**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.912	1	14.912	352.364	.000 <sup>a</sup>
	Residual	3.301	78	.042		
	Total	18.213	79			
a. Predictors: (Constant), Work Life Balance						
b. Dependent Variable: Job Satisfaction						

Source: Survey Data, 2019



The ANOVA F Value determines whether the regression model is a good fit for the study. The above table shows how significant work life balance is when determining the job satisfaction of the employees of the organization. This is indicated by the ANOVA significance value of 0.000 which is below 0.05 with an F Statistic if 352.364.

### Regression Model Analysis

**Table 6: Regression Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.905 <sup>a</sup>	.819	.816		.20572
a. Predictors: (Constant), Work Life Balance					

Source: Survey Data, 2019

The R Square value of 0.819 between work life balance and job satisfaction determines that the two variables have a significant impact. It shows that 81.9% of the variation of the dependent variable (Job Satisfaction) is caused by a change in the independent variable (Work Life Balance). On the other hand, 81.9% of the variation in the job satisfaction variable can be explained by a change work life balance variable.

Therefore, the researcher could prove the impact of the independent variable (Work Life Balance) on the dependent variable (Job Satisfaction).

### Conclusion and Recommendations

The primary purpose of the research study was to test the relationship between work life balance and job satisfaction of the staff category employees in the ABC Tyre Manufacturers. To gather information, a questionnaire was prepared and administered within 80 staff category employees in the sample through the simple random sampling technique. The researcher considered work life balance as the independent variable and employees' job satisfaction as the dependent variable, to measure the research objectives. Based on the data analysis, research conclusion can be shown as follows.

According to the analysis of dependent variables against independent variable, a strongly positive relationship exists between work life balance and employees' job satisfaction was found. The summary of simple regression analysis indicated the R Square value of 0.819 between work life balance and job satisfaction. In other words, factors under the work life balance (Independent variable) significantly impact (81.9%) on the job satisfaction of the staff category employees (Dependent variable) than the other factors.

### Recommendations

It was evident from results that work life balance has a significant impact on employees' job satisfaction. Various practices can be implemented to maintain proper work life balance and enhance employees' job satisfaction. Organizations can develop suitable new kinds of work life balance programs that benefit employees and employers to have a more satisfying job and also to assist employees to reduce work-life conflict. The new programs or policies can be implemented in consistent with the business goals of the organization, to create high standard productivity levels within the organization. In doing so, organizational outcomes can turn out to be more competitive with other organizations.

In addition, transparency and top management backing is mandatory for work life balance policies. These should be made aware to and known by all employees in the organization. Such policies should be timely updated and published electronically and manually where these can be easily accessible and visible. Further, regular gatherings with employees and managers or having indoor and outdoor activities for team building would help employees to have a positive relationship and trust-based attitude with each other. This type of an approach could foster a friendly environment which will enhance employees' commitment as well as employees' mental satisfaction. Furthermore, as a manufacturing organization operating with shifts, ABC Tyre Manufacturers can provide proper working arrangements such as flexible working hours, flexible rules and regulations, job rotation, compressed work weeks etc. It will help maintain a highly committed as well as highly satisfied workforce within the organization. Also, the organization can take necessary steps to arrange a proper welfare system such as health, transport, insurance, and etc. In addition, if the organizations provide necessary resources and a favourable and safe working environment, these can fulfill the job duties effectively. If employees feel that that they can balance

their work and life, they will be highly satisfied with their job. In the long run, it will lead to high productivity and high profitability of the organization. Hence, “Work Life Balance is not a problem to be solved but an ongoing issue to be managed”.

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