

“How Supervisory Support Shapes Work Life Balance Satisfaction of Employees”

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ABSTRACT--*The objective of this study is to understand the role of Supervisory Support on Work Life Balance Satisfaction of the employees. This study also aims to determine the relation between Work Life Balance Satisfaction and Job Satisfaction levels and later with Employee Commitment levels. Simple random sampling method was used for data collection and 460 employees from Ahmedabad city were contacted via structured Questionnaire. A total of 247 responses were received (response rate was 53.6%). Data was analyzed using Simple Linear Regression. It was found that Supervisory Support is a strong predictor of Work Life Balance Satisfaction levels of the employees. The later impacts Job Satisfaction to a greater extent and in turn Job Satisfaction has an influence on Employee Commitment levels.*

Keywords-- *Work Life Balance, Supervisory Support, Job Satisfaction, Employee Commitment.*

I. INTRODUCTION

The recent times of extreme work place stress, global competition, permeable boundaries within work and family and ever changing technology are posing serious challenges and issues to be tackled and handled by the Human Resource department of the organization. Irrespective of the size of the organization these issues are ever increasing and compromising the efficiency, effectiveness, job related performance and health of the employees around the world. In recent years researchers have been focusing and working on understanding the concept of work life balance and issues while maintaining this balance along with the factors that affect positively or negatively in maintaining this balance. There is a constant pressure on employees for doing multitasking, rapidly adapting organizational changes and being available at all hours. This enormous pressure of being available at all times by means of technological advancements like teleconferencing, video conferencing technology, application based businesses etc. and gadgets namely laptops, mobiles, Smartphone etc is causing serious work and family life imbalance issues along with the jeopardized health of the employees. The consequences of such conflicts are diminished job satisfaction, poorer productivity and performance, lower organizational commitment, inferior career ambitions & success, increased absenteeism & intention to leave, as well as employee burnout, job stress, poorer physiological and psychological health, and diminished performance in personal life & family.

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Thus it is highly recommended for the organization to have employee friendly policies, efficient work life balance initiatives to ensure quality of work as well as non work life of the employees. Such policies and practices must be made a mandate and should be also practiced by the management in order to create a work life balance promoting culture within the organization. Also on part of employees it is crucial for them to know and understand the importance of using such work life balance initiatives taken by the organization and how using these will aid them in attaining a proper work and family balance and attainment of satisfaction at both these fronts.

WORK LIFE BALANCE

Having a proper and healthy balance between the work and non work roles of an employee is work life balance. This balance is in terms of time and energy and attention that an employee invests in various roles across both these domains. Based on self determined priorities an employee must be able to channelize his/her energy in different areas as an equal distribution of time and energy across domains is not possible. Nowadays maintaining work life balance for employees is used as measure to retain the talent within the organization. It is serving as an effective retention strategy and image building and organization branding strategy.

Work family conflict

If an individual is not able to maintain a proper balance of distribution of his/her time, energy and attention across various roles, he/she will suffer a disturbance in both the domains i.e., work and family domain. These disturbances or imbalance can be originated in work domain and impacting family called **Work to family conflict** or disturbances in family domain can impact work known as **family to work conflict**. There are various factors leading to such disturbances like **organizational factors** (organizational structure and dynamics , lack of flexibilities at work , non supportive supervisor/ management, strict policies), **work place factors** (shift timings, role ambiguity, work overload, overtime, shift changes, job autonomy , sudden meetings, work on leave or holidays), **social factors** (relations with co workers, supervisor's support, non supportive spouse etc) and **individual factors** (marital status, no of dependents, child care/ adult care responsibilities at home etc.).

Social relations at workplace are very crucial in determining the satisfaction level and the employee engagement and commitment towards the organization. Out of many socially benefiting work place relations supervisor's support is one such factor that impacts the well being of the employee at job and enrichment in personal domain the most. The importance of supervisory supportive behaviour at workplace is being extensively researched to satisfy and engage employees and retain them.

Supervisor's Role in WLBS

The role of supervisor in easing the job related stress is very crucial. The understanding between the supervisor and subordinate in professional as well as the employee's personal matter shapes the work behavior and attitude like job satisfaction, control on work schedule, commitment etc. of the employee to a greater extent. Managers/supervisors must be encouraging the use of employee benefit schemes and existing work life balance initiatives. A supportive supervisor at workplace for not just work but also family supportive will increase the employee engagement and will

increase the job related satisfaction level of the employee mediated via better work life balance. Also it depends on the culture of the organization created and developed by the management that facilitates the use or lack of use of work life balance initiatives. (David Cegarra-Leiva, 2012) The more the employee is comfortable and using benefits to maintain work life balance like flexi time, compressed work, job sharing etc. and is not judged the more will be his/her performance, productivity, organizational commitment, retention and less turnover intentions. (IOAN LAZĂR, 2010)

It has been found in various studies that the supportive supervisory behaviour increases the performance and the productivity of the employees. The more an employee is comfortable and managing a balance between his/her work and personal life the better will be his/her performance.

As studied by many researchers over the years the various Organization benefits of adaptation of work-life balance policies are reduced absenteeism and lateness, reduced staff turnover rates, increased retention of valuable employees, increased job satisfaction, better physical and mental health, reduced stress level, enhanced control over work life environment, greater sense of job security, employee loyalty and commitment, improved productivity, enhanced organizational image (Diksha Garg, January 2015)

Thus the present study aims to understand the role of supervisor's support on work life balance satisfaction levels of employees and to determine the relation between Work Life Balance Satisfaction and Job Satisfaction levels and later with Employee Commitment levels.

II. LITERATURE REVIEW

Most of the literature referred for this research paper was taken from year 2010 onwards so as to justify the survey as it is conducted in the current time. The entire literature review section is subdivided into four main parts each depicting the relation of the two constructs of the study supported with proper literature.

a. Supervisory role and WLBS Level of employees

In previous researches Supervisor support, family supportive supervisory behavior (FSSB) is found to be one crucial social/ organizational factor that influences and determines the balance in work and life. Managerial and supervisors support was found related to subsequent higher use of work life balance initiatives already available and implemented in the organization (Jennifer Smith, 2007). In the past few years the importance of social relationships at work was understood which leads to positive employee attitudes that constitutes employee wellbeing and increased performance and productivity. Line management support and trust were found pivotal to good relations between managers and employees that subsequently promoted employee wellbeing at work (Nicole Renee Baptiste, 2008). Strong linear relationship between managerial support variables i.e., direct supervisor, senior management, and a composite measure of management and the ability to balance one's work and life demands was also determined in the study of (MARK JULIEN, 2011). Supervisor support and job autonomy are related with organizational pride and job

satisfaction. As explored there is a relation between supervisor work-life balance support and autonomy with employee work-life balance. (Marta Mas-Machuca, 2016).

In one of the study based on differences in gender of supervisor the job satisfaction level of the employees was found different. (Wickramasinghe, 2009) Though (Mina Beigi, 2012) a research stated the importance of supervisory support in work interference to family and negative association of these two. Also supervisor support has a positive relation with overall quality of employee life (Samsinar Md-Sidin Murali, 2010) and satisfaction with work life balance. (Barbara Beham, 2010)

Based on the above literature review the null hypothesis to be tested is framed as under.

H01: There is no significant impact of Supervisory Support on Work life balance satisfaction of employees

b. Work Life Balance Satisfaction Level of employees and Job Satisfaction

The importance of work life balance in organization and personal domain has been much researched in the past few years. Work Life Balance has positive relation with job satisfaction (Mohd Abdul Nayeem, 2012). Availability of various WLB practices & organizational result/outcomes like employee job related satisfaction, increased efficiency, productivity, performance, reduced absenteeism etc have a significant relationship (David Cegarra-Leiva, 2012). The relation between work family enrichment & family work enrichment with intention to leave the profession is mediated by job satisfaction (Marcello Russo, 2012). In a major study Work-family balance was found to be partially mediating the relationship between work-based social Support and the work outcomes of job satisfaction, organizational Commitment, and career accomplishment for midlife working women (Wendy C. Marcinkus, 2007). In the absence of proper balance there is Work life conflict which predicts turnover intention over and beyond that explained by job satisfaction (Hechanova, 2013). Work life imbalance is found to be a source of job dissatisfaction which is also related to withdrawal behaviour of the employee including turnover and absence. (Bozionelos, 2007) Also family to work conflict and work to family conflict effect stress, job satisfaction, commitment, burnout, absenteeism (Turhan ERKMEN¹, 2014) Stressors like role ambiguity, work overload, role conflict, work family conflict positively influence job stress and job stress negatively effects job satisfaction (Fethi Calisir, 2011).

Based on the above past studies the null hypothesis to be tested is framed as under.

H02: There is no significant impact of Work life balance satisfaction levels of employee on Job Satisfaction

c. Job Satisfaction and employee commitments

Job satisfaction positively effects organizational commitment (Fethi Calisir, 2011). Another research stated Job involvement & job satisfaction having indirect effect on turnover intentions via mediating effect on organizational commitment; (Godwin J Udo, 1997)

Also family to work conflict and work to family conflict effect stress, job satisfaction, commitment, burnout, absenteeism (Turhan ERKMEN¹, 2014)

In one of the study on bus drivers work life balance was major source of concern which resulted in their withdrawal behaviour and job dissatisfaction and negative attitudes towards their management and job this reduced their morale and commitment and lead to turnover. (Bozionelos, 2007).

Another study was done to test mediating impact of job satisfaction and organizational commitment on justice turnover intention relation (Elanain, 2010)

Based on the above past studies the null hypothesis to be tested is framed as under.

H03: There is no significant impact of Job satisfaction on employee commitment

d. Demographic variables

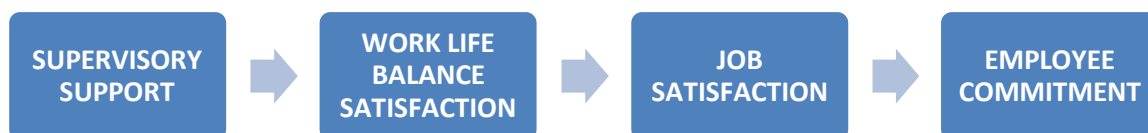
Apart from these variables there are various demographic variables like gender, marital status, no of dependents, eldercare responsibility, working spouse, type of family (joint or nuclear), type of organization (public/ private) etc may have significant impact on work life balance satisfaction levels of the employees. Few of these demographic factors have been studied in this paper which are tested and explained in detail in the data analysis section.

It has been studied that gender has an impact on work and family conflict. (Antonia Calvo-Salguero, 2010) For women the relationship between work interference with family and job satisfaction is high and significant. Gender was also found related to the use of work life balance initiatives as women used more initiatives than men (Jennifer Smith, 2007). As a common perception that public organizations have a better work life balance culture and lower stress levels thus ensuring better job satisfaction and organizational commitment levels as compared to private ones type of organization is considered in this study and impact has been analyzed. Also marital status may impact the work life balance of employee. It was found that married employees will use more Work Life Balance initiatives then single employees. (Jennifer Smith, 2007)

Another important factor joint or nuclear family set up of the employee is considered for this study to know the difference in work life balance satisfaction levels when the employee is staying in joint vs. nuclear family.

III. CONCEPTUAL FRAMEWORK

Based on the relevant literature reviewed the following model/relation has been conceptualized for the given study.



IV. RESEARCH METHODOLOGY

Nearly 460 employees were contacted via email, Google forms and structured questionnaire with few open ended demographic questions questionnaire out of which data was obtained from 247 employees both from Public sector/Government organizations and Private/self financed organizations in Ahmedabad city. Only employees residing in Ahmedabad from various sectors were involved in the survey. Linear regression was executed to find out co relation between the variables.

The sample suggests that out of the total 247 respondents 59.1% were male and remaining 40.9% were female. This depicts the difference in male and female ratio in working population. It also suggests that women are yet to be at par with the male working population number by taking work and family roles hand in hand.

V. MEASURE

The standard scales for Supervisory Support, Work Life Balance Satisfaction, Job Satisfaction, and Employee Commitment were obtained from the study of (Baptiste, 2008). A 5 item scale of Supervisory Support, 5 item scale of Work Life Balance Satisfaction, 5 item scale of Employee Commitment and 8 items scale of Job Satisfaction were adopted. All these scales were measured on a 5 point likert dimension with 1 representing strongly disagree to 5 representing strongly agree.

4.2 Reliability of Scale

Reliability of the scale was measured using SPSS and the respective Cronbach's Alpha values are as mentioned in below table.

Table 1: Chronbach's Alpha Reliability Measure

Variable	No of statements	Cronbach's Alpha	Source
Supervisory Support	5 items	0.882	(Baptiste, 2008)
Work Life Balance Satisfaction	5 items	0.634	(Baptiste, 2008)
Job Satisfaction	8 items	0.860	(Baptiste, 2008)
Employee Commitment	5items	0.867	(Baptiste, 2008)

The value obtained for the scale reliability for all four construct is greater than 0.05 this depicts that the scale is reliable for data collection and analysis.

4.3 Sample Description

Nearly 460 employees were contacted via email, Google forms and print questionnaire out of which data was obtained from 247 employees both from Public sector/Government organizations and Private/self financed organizations in Ahmedabad city with the help of a structured questionnaire with few open ended demographic

questions. Only employees from across sectors residing in Ahmedabad were involved in the survey. Following is the Frequency distribution of the demographic variables and other variables of the employees.

Table 2: Characteristics of the respondents

VARIABLE	CATEGORY	FREQUENCY	%
Gender	Male	146	59.1
	Female	101	40.9
Age	18-30 yrs	136	55.1
	31-40 yrs	72	29.1
	41-50yrs	29	11.7
	51-60yrs	9	3.6
	60 Above	1	0.04
Marital status	Single	107	43.3
	Married	140	56.7
	Divorced	0	0
	Widowed	0	0
No of children	0	142	57.5
	1	60	24.3
	2	42	17
	More than 2	3	1.2
VARIABLE	CATEGORY	FREQUENCY	%
Family Type	Joint	132	53.4
	Nuclear	115	46.6
Family Size	1 person	5	2
	2-3 person	66	26.7
	4-5 person	129	52.2
	More than 5 person	47	19.0
Monthly Family	Less than 10,000	8	3.2
	10,000 – 30,000	52	21.1
	30,001 – 50,000	49	19.8

	More than 50,000	138	55.9
Spouse Working	Yes	94	38.1
	No	153	61.9
Spouse employment status	Full-time job	78	31.6
	Part-time job	2	0.8
	Contractual	1	0.4
	Self Employed	13	5.3
	NA	153	61.9
Your employment status	Full-time job	182	73.7
	Part-time job	13	5.3
	Contractual	25	10.1
	Self Employed	27	10.9
Your organization type	Public/Government	86	34.8
	Private/Self Finance	161	65.2
Your Education level	Primary School	6	2.4
	High School	19	7.7
	Diploma	6	2.4
	Graduate	71	28.7
	Post-graduate	120	48.6
	Doctorate	25	10.1
VARIABLE	CATEGORY	FREQUENCY	%
Eldercare responsibility	yes	126	51.0
	no	121	49.0
Total work experience	0-5 yrs	116	47.0
	6-10yrs	71	28.7
	11-20 yrs	41	16.6
	21-50 yrs	19	7.7
Total work experience in current organization	0-5 yrs	183	74.1
	6-10 yrs	29	11.7
	11-20 yrs	25	10.1
	21-50 yrs	10	4.0
Left your job due to imbalance in work or personal life	yes	66	26.7
	no	181	73.3
If yes please specify no of times	once	42	17.0
	twice	17	6.9

	thrice	3	1.2
	More than 3 times	4	1.6
	NA	181	73.3

The sample constituted of young employees, majority have completed post graduation and are in fulltime employments (73.7%) mostly in private organizations with experience less than 5 years. The sample constituted a majority of the population belonging to the young 18-30 yrs (55.1%) and next highest was from age group of 31-40 bracket totaling 29.1%. Thus our sample was an ideal representation of the young employees falling between the age group of 18-40 years i.e., 84.21% of the entire population. This has enabled the researcher to study the work life balance satisfaction levels among the young employees, newly married employees and new parents and parents with kids less than 18 years of age. The sample constitutes majority married (56.7%) employees comparable to the number of unmarried employee (43.3%). Out of the total sample a good 42.51% of employees had childcare responsibility varying with 1, 2 and more than 2 kids thus depicting the struggle of managing work and family life separately. Indian society value joint family over nuclear family and it is considered an advantage in managing work and personal life of employees and their working spouse. The sample consists of 53.4% employee staying in joint family and 46.6% in nuclear set up which depicts almost comparable distribution and ensures accurate study. Mostly the size of the family of the employees constitutes of 4-5 persons i.e., 52.2% of the total population. This states that our sample was drawn from a typical Indian household and will ensure an accurate study. Household Finance was not a matter of constrain while managing work life balance satisfaction as majority of the employee (55.9 %) belongs to monthly family income group of INR 50000 and above. 67.1% of the total married employees (i.e., 94 employees of the total sample) had their spouse working and mostly in full time employments. This clearly reflects the work and family balancing issues and challenges as the spouse and employee in sample both are occupied for most of the time. Strikingly 26.7% of the total sample agreed of leaving their job at least once (63.3%) due to imbalance issues in work and family front which shows the need for the study of work life balance satisfaction level among employees with respect to various factors.

4.4 Data Analysis

Data was analyzed using the SPSS software. Various tests (Independent sample t test, ANOVA, Regression) were implied depending on the type of variable. Regression analysis was conducted for the variables (from the construct) keeping dependent and independent variables in account.

1. Supervisory Support on Work life balance satisfaction

H0: there is no significant impact of Supervisory Support on Work life balance satisfaction of employees
H1: there is significant impact of Supervisory Support on Work life balance satisfaction of employees.

Table 3: Model Summary Supervisory Support on WLBS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 ^a	.181	.177	.60322

Table 4: ANOVA Supervisory Support on WLBS

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.644	1	19.644	53.986	.000 ^b
1 Residual	89.150	245	.364		
Total	108.794	246			

Table 5: Coefficients Supervisory Support on WLBS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.685	.236		7.145	.000
	SS-SUP	.452	.062	.425	7.347	.000

By performing the linear Regression between the Independent Variable (IV) Supervisory Support (SS) and the Dependent variable (DV) WLBS level the observations were the model is fit with p value(0.000 <0.05) . R square value is 0.181 signifies that 18.1% of WLBS level is explained by Supervisory Support (SS) to the employee which is an Independent Variable (IV) The p value 0.000is <0.05 signifies that we reject our null hypothesis (H0) and we accept our alternate hypothesis that states that there is significant impact of Supervisory Support on Work life balance satisfaction of employees

2. Work life balance satisfaction level of employees and Job Satisfaction

H0: there is no significant impact of Work life balance satisfaction levels of employee on Job Satisfaction

H1: there is significant impact of Work life balance satisfaction levels of employee on Job Satisfaction

Table 6 : Model Summary WLBS on Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574 ^a	.330	.327	.58964

Table 7 :ANOVA WLBS on Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	41.920	1	41.920	120.572	.000 ^b
Residual	85.181	245	.348		
Total	127.101	246			

Table 8 :Coefficients WLBS on Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.316	.196		6.727	.000
SS-WLBS	.621	.057	.574	10.981	.000

By performing the linear Regression between the Independent Variable (IV) WLBS level and the Dependent variable (DV) and Job Satisfaction level the observations were the model is fit with p value(0.000 <0.05) .

R square value is 0.330 signifies that 33 % of Job Satisfaction level (DV) is explained by WLBS level of employees (IV)

The p value 0.000 is <0.05 signifies that we reject our null hypothesis (H0) and we accept our alternate hypothesis that states that there is significant impact of Work life balance satisfaction levels of employee on Job Satisfaction

3. Job Satisfaction and Employee Commitment

H0: there is no significant impact of Job satisfaction on employee commitment

H1: there is significant impact of Job satisfaction on employee commitment

Table 9:Model Summary Job satisfaction on employee commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.363	.361	.58456

Table 10: ANOVA Job satisfaction on employee commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	47.799	1	47.799	139.880	.000 ^b

Residual	83.720	245	.342		
Total	131.519	246			

Table 11: Coefficients Job satisfaction on employee commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.826	.181		10.066	.000
SS-JS	.613	.052	.603	11.827	.000

By performing the linear Regression between the Independent Variable (IV) Job Satisfaction and the Dependent variable (DV) Employee commitment level the observations were that the model is fit with p value ($0.000 < 0.05$). R square value is 0.363 signifies that 36.3 % of Employee commitment level (DV) is explained by Job Satisfaction level of employees (IV)

The p value 0.000 is < 0.05 signifies that we reject our null hypothesis (H0) and we accept our alternate hypothesis that states that there is significant impact of Job satisfaction on employee commitment

4. Gender of employee and work life balance satisfaction levels

H0: There is no significant difference in Work Life Balance Satisfaction levels among Male and Female employees.

H1: There is a significant difference in Work Life Balance Satisfaction levels among Male and Female employees.

Table 12: Group Statistics Gender & WLBS

Gender	N	Mean	Std. Deviation	Std. Error Mean
SS-WLBS 1.0	146	3.3959	.72529	.06003
2.0	101	3.3941	.57023	.05674

By running the independent sample T test for the employees summated WLBS variable (DV) and Gender (IV) the result suggests that (after referring to the Levene's test for Equality of variance with $H_0 - \mu_1 = \mu_2$ and $H_1 - \mu_1 \neq \mu_2$; the p value > 0.05 i.e.

Table13: Gender & WLBS

Levene's Test for Equality of Variances				
	F			Sig. (2-tailed)

Equal variances SS- assumed	3.498	.063	.021	245	.983
WLBS Equal variances not assumed			.022	240.950	.982

We accept the null hypothesis of Equality of variance stating that $\mu_1 = \mu_2$ and we can assume equal variance so we will look for the p value in the first row) significant p value (0.983) > 0.05 which means we accept our null hypothesis i.e. there is no significant difference in Work Life Balance Satisfaction levels based on gender of the employees.

5. Marital status and Work Life Balance Satisfaction

H0: There is no significant difference in Work Life Balance Satisfaction levels with regard to marital status of employee.

H1: There is significant difference in Work Life Balance Satisfaction levels with regard to marital status of employee.

Since there are more than 2 categories for the Independent Variable, ($k > 2$) marital status of employee we will run ANOVA to check the relation between marital status of employee and summated WLBS variable (DV)

Table 14: Test of Homogeneity of Variances

Levene Statistic	df1	df2	Sig.
2.506	1	245	.115

Table 15: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.359	1	1.359	3.100	.080
Within Groups	107.435	245	.439		
Total	108.794	246			

Table 16: Robust Tests of Equality of Means Marital-WLBS

	Statistic ^a	df1	df2	Sig.
Welch	2.959	1	205.419	.087

the result suggests that (after referring to the Levene’s test for Equality of variance with $H_0-\mu_1= \mu_2$ and $H_1- \mu_1\neq \mu_2$; the p value >0.05 i.e. We accept the null hypothesis of Equality of variance stating that $\mu_1= \mu_2$ and we can assume equal variance so we will look for the p value in the first table) significant p value (0.080) > 0.05 which means we accept our null hypothesis i.e., There is no significant relation between marital status of employee and work life balance satisfaction levels.

6. Type of family and work life balance satisfaction

H_0 : there is no significant difference in Work Life Balance Satisfaction levels with regard to Family type of employee.

H_1 : there is significant difference in Work Life Balance Satisfaction levels with regard to Family type of employee.

Table 17: Group Statistics

Family_Type	N	Mean	Std. Deviation	Std. Error Mean
SS-WLBS 1.0	132	3.4500	.68143	.05931
2.0	115	3.3322	.64285	.05995

Table18 :Levene’s Test for Equality of Variances

		Levene's Test for Equality of Variances				
		F	Sig.	t	df	Sig. (2-tailed)
SS-WLBS	Equal variances assumed	.108	.743	1.392	245	.165
	Equal variances not assumed			1.397	243.433	.164

By running the independent sample T test for the employees summated WLBS variable (DV) and Family Type (IV) the result suggests that (after referring to the Levene’s test for Equality of variance with $H_0-\mu_1= \mu_2$ and $H_1- \mu_1\neq\mu_2$; the p value(0.743) >0.05 ie. We accept the null hypothesis of Equality of variance stating that $\mu_1= \mu_2$ and we can assume equal variance so we will look for the p value in the first table) significant p value (0.165) > 0.05 which means we accept our null hypothesis i.e. There is no significant relation between Family type (joint or nuclear) of employee on the work life balance satisfaction levels.

7. Type of organization and work life balance satisfaction

H0: there is no significant difference between Type of the organization of employee and Work Life Balance Satisfaction levels

H1: there is a significant difference between Type of the organization of employee and Work Life Balance Satisfaction levels.

Table 19: Group Statistics

Your Oz Type	N	Mean	Std. Deviation	Std. Error Mean
SS-WLBS	1.0	3.4256	.52495	.05661
	2.0	3.3789	.72993	.05753

Table 20:

	Levene's Test for Equality of Variances				
	F	Sig.	t	df	Sig. (2-tailed)
SS- Equal variances assumed	9.760	.002	.525	245	.600
WLBS Equal variances not assumed			.579	224.195	.563

By running the independent sample T test for the employees summated Work Life Balance Satisfaction levels variable (DV) and Type of the organization (IV) the result suggests that (after referring to the Levene's test for Equality of variance with $H_0-\mu_1 = \mu_2$ and $H_1- \mu_1 \neq \mu_2$; the p value (0.002) < 0.05 i.e. We reject the null hypothesis of Equality of variance stating that $\mu_1 \neq \mu_2$ i.e., equal variance is not assumed and we will look for the p value in the second row of the table with significant p value (0.563) > 0.05 which means we accept our null hypothesis i.e., there is no significant difference between Type of the organization of employee and Work Life Balance Satisfaction levels.

VI. FINDINGS

From the obtained data and subsequent analysis it has been observed that:

1. For the various the various demographic factors like the gender (male/female), marital status of the employee (married or single), family type (joint or nuclear), and organizational factor like type of organization (public/ private) there is no significant difference in work life balance satisfaction levels of the employees.
2. There is significant impact of Supervisory Support on Work life balance satisfaction of employees.
3. There is significant impact of Work life balance satisfaction levels of employee on Job Satisfaction
4. There is significant impact of Job satisfaction on Employee Commitment

The supervisory support in the organization pays a crucial role in determining the work life balance satisfaction level among the employees. Employees who receive help and assistance and support from the supervisor in job related

and even in their personal concerns will exhibit good work life balance satisfaction level and in turn will be more satisfied with their job and will have better commitment. Thus supervisory support will impact the job satisfaction levels and ultimately the commitment an employee will exhibit towards the organization.

VII. LIMITATIONS

The sample taken was restricted from Ahmedabad city targeting working class people only so it cannot be generalized.

VIII. FUTURE SCOPE

The same study can be carried out following quota sampling technique rather than simple random sampling and doing a comparative study to measure work life balance satisfaction levels among employees across sectors.

The same study can be repeated in a different city in a different time frame and may yield different findings.

Also a comparative study may be carried out in future for differences in work life balance satisfaction based on gender or based on public and private organizations keeping in account various organizational, social factors, Individual factors into consideration.

Also relation between Work life balance satisfaction level, supervisory support can be found with performance level of the employees.

IX. PRACTICAL/MANAGERIAL IMPLICATION

The study can be useful in designing employee friendly policies in the organization and devoting time and energy in mentoring of employees as they will turn out to be more satisfied and committed employees in future. Also supervisory support should be promoted within the organization and periodic talk sessions should be organized by management in which employees are given freedom to discuss work and family related issues with their supervisor / management. Work life balance policies making support of the supervisor a mandate to the employee should be framed and implemented and periodically evaluated within the organization. The managers, supervisors must themselves use, incorporate various work life balance initiatives in their work profile on daily basis to promote and motivate employees to take benefit of the same and maintain a healthy and efficient work and life balance.

X. CONCLUSION

The above study states the importance of supervisory support in maintaining work life balance satisfaction level of employees. An employee who is balanced in work and family domain will eventually be more satisfied in job and will prove to be more committed towards the objective of the organization and organization as a whole. The management must include supervisory assistance and support in its work life balance policies to ensure satisfaction and commitment among its employees.

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