Evaluating Job Satisfaction and Family Life Satisfaction amid Organizational Role Stress among Executives: A Comprehensive Approach

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ABSTRACT

The experiment was conducted from April to December, 2023 at Agro-based industries of Punjab, India namely, Textile Industry and Food & Beverage Industry to study job satisfaction and family life satisfaction amid organisational role stress among the middle level and lower-level managers. The study explored the various factors contributing towards job satisfaction and family life satisfaction amongst executives working in the agro-based industry of Punjab, specifically the textile industry and food & beverage industry. The primary data for this study was collected from a total sample of 300 middle- and lower-level executives operating in 30 units of agro based industry particularly the textile industry and food & beverage industry. The analysis revealed five major factors contributing to job dissatisfaction and four factors contributing to family life satisfaction among the executives. The factors responsible for job dissatisfaction as per the responses of the managers were Continuous motivation; Favourable policies; Healthy workplace relations; Employee-centric work environment and Grievance handling. Similarly, the factors for family life satisfaction were Work-life balance; Financial stability; Residential location satisfaction and Interpersonal relationships. The results provided insights for organizational management and policy makers on how to improve employee satisfaction by addressing the elements that were linked to job dissatisfaction by emphasising that creating a motivated workforce and lowering stress levels at work can lead to better productivity and general employee well-being.

1. INTRODUCTION

Stress is common in daily life due to societal development in the areas of science and technology, urbanization, industrialization, and automation as well as population increase, unemployment, and societal pressures (Bano and Jha, 2012). Despite being an age of science and technology, this is also known as the age of tension or anxiety since employees are frequently impacted by ever increasing technology development (Barboza and Thomas, 2017; Bano et al., 2011). The workplace is a significant source of stress and the expectations of employees' performance by the organisational stakeholders also induces stress (Barboza and Thomas, 2017; Allam, 2020). Few of the primary causes of stress are job deadlines, increased workloads, lack of appreciation, and lack of security and safety, the unfavourable work environment etc. (Shanthi and Ramachandren, 2018; Sanghmitra et al., 2021; Timotius and Octavius, 2022). The demographic variables like age, gender, family size, etc. can also contribute to role stress among employees (Gupta, 2019). Any organisation is a framework of roles that varies from offices or positions held inside organisation and a person's role is the position that he occupies inside the organisation established by his role's duties (Kumar et al., 2015; Frank and Kodikal, 2017). Therefore, role stress is the stress or conflict, an employee experiences as a result of his position within an organisation (Karve and Nair, 2010; Suresh and Balamurugan, 2019). It occurs when employees' abilities are unable to meet the demands of job role and while performing role, employees encounter a number of challenges in some way (Kairanna and Suresh, 2014; Lakshendra et al., 2017; Solayappan et al., 2020).

Job dissatisfaction and stress have a significant impact on employee productivity (Hoboubi et al., 2017). The dissatisfied employees will be less committed, have higher turnover rate since the organizational commitment and job satisfaction are the important predictors of absenteeism, performance, and turnover intention (Lok and Crawford, 2004; Anton, 2009). If an employee is dissatisfied and stressed, he may refrain from participating completely in the tasks allotted to him and this prolonged period of occupational stress can negatively impact employees' health, well-being, morale and productivity (Manzoor et al., 2011; Elahi and Apporva, 2012). Role stress and job satisfaction should be given appropriate attention in since it is crucial to the long-term viability and organizational performance (Jaafar et al., 2021; Din et al., 2019). According to a study by Das (2016), those who have conflict between work and home responsibilities may be more stressed at work. Also, Thakre and Shroff (2016) emphasised that a positive organizational climate can decrease organizational role

stress and increase job satisfaction. The satisfied employees have higher productivity, lower turnover, and increases organizational success (Pandey, 2016).

Stress has become a workplace hazard that requires immediate attention it has become necessary to understand the causes of role stress along with coping mechanisms since it greatly impacts job satisfaction and productivity of employees (Sharma et al., 2021; Hoboubi et al., 2017). Also, the organizations must implement sufficient interventions to preserve work-life balance and reduce stress as it can impact individual's mind and body in a negative way (Kejriwal, 2019; Katyal et al., 2022). The management must recognize the relationship between job stress, job satisfaction and organizational commitment (Ngirande, 2021). It must focus on improving employees' cooperation, organizational dedication, and indulging employees in some yoga or outdoor activities along with counselling sessions to reduce stress (Dwiputra and Astika, 2019; Thakre and Kawde, 2021). The management should provide positive organizational identity as a personal resource to manage stress (Pecino et al., 2019; Kapoor et al., 2019). Consistent performance evaluation and stress management training should be organized according to employees' areas of strength and weakness (Burman and Goswami, 2018; Adeyi et al., 2023). Also, the employees who display positive personality traits such as self-compassion and gratitude can have higher levels of overall life satisfaction and happiness (El Keshky and Sarour, 2024). This paper aims to evaluate the job satisfaction and family life satisfaction amongst executives of agro-based industries who are experiencing organizational role stress. This manuscript was aimed to explore the major factors contributing to job satisfaction and family life satisfaction of the executives.

2. MATERIALS AND METHODS

2.1. Sampling and data collection

The experiment was conducted from April, 2023 to December, 2023 at Agro-based industries of Punjab, India, namely, Textile Industry and Food & Beverage Industry to study job satisfaction and family life satisfaction amid organisational role stress among the middle level and lower-level managers. This study assessed the job satisfaction along with family life satisfaction based on statements related to experiences in both work and family/personal life from executives in Punjab's agro-based industry. The two primary industries chosen were the food and beverage and textile industries. A total of 30 agro-based organizations i.e. 15 from the textile industry and 15 from the food and beverage industry were chosen at random. To obtain a sample size of 300 executives, 5 middle-level and 5 lower-level executives were further chosen from the units. The

respondents were chosen based on their willingness to share information. The primary data for the study was obtained through standardized questionnaire, via fact to face interview with participants.

2.1. Profile of sample

For the purpose of this study, middle level executives were operationally defined as employees who have been working in the selected unit for 5 to 10 years, primary emphasis was on implementation of the strategy, significantly contribute to enhance overall organizational performance by improving the behaviours, perspectives, and attitudes, of lower-level personnel along with management executives at the top level (Wooldridge et al., 2008; Arıcıoglu et al., 2020). Similarly, lower-level executives were operationally referred to as those employees, who have been working in the organization for 2 to 5 years, were primarily in the charge of operational jobs or tasks, make crucial contributions to day-to-day operations, and participate less in the overall strategic planning of the entire organization (Hamdan, 2020).

3. RESULTS AND DISCUSSION

3.1. Organisational role stress

The organizational role stress scale as developed by Pareek (1983) was a 5-point scale and had 50 statements in it i.e. 5 statements under each role stress dimension and it further assisted in evaluating employees' role stress and various forms of conflict inside the organizations. The organizational role stress scale's 10 dimensions were taken into consideration while assessing the level of organizational role stress among executives in the agro-based sector. The organisational role stress scale, developed by Pareek, 1983, was used which included 50 statements based on the 10 role stressors. The respondents were surveyed on a five-point scale that ranged from "very frequently" (1) to "never" (5). The overall mean values for the role stressors were taken into consideration to find the role stress amongst the respondents. The results are stated in Table 1.

The analysis of the above table 1 showed the overall mean values of the 10 role stressors. The most significant role stressor contributing to role stress of the respondents was found to be Role stagnation (mean=2.54). However, the least significant role stressor as per results was Self-role distance (mean=3.16).

3.2. Job satisfaction

An organization can succeed when its workers are able to find job satisfaction through their work output and other related aspects. The most significant and valuable asset of the company is its human capital, and the efficient use of this capital is crucial for the efficient operation of all other organizational resources. Employees will contribute as much

Table 1: Mean, standard deviation, t value and *p* value of the 10 role stressors

Sl. No.	Role stress dimensions	Mean	S.D.	t-value
1.	Inter-role distance	2.88	1.51	1.68
2.	Role expectation conflict	2.57	1.50	5.30
3.	Role stagnation	2.54	1.53	5.06
4.	Role erosion	2.90	1.55	1.88
5.	Role overload	2.71	1.52	3.17
6.	Role isolation	2.79	1.56	2.39
7.	Personal inadequacy	2.80	1.57	2.37
8.	Self-role distance	3.16	1.58	3.27
9.	Role ambiguity	2.87	1.64	2.97
10.	Resource inadequacy	2.60	1.47	4.72

Source: Primary data

as possible to the operation of the company when they are happy in their positions, which will boost productivity as a whole (Kapur, 2018).

The respondents were enquired regarding their agreement towards the statements related to the job satisfaction related to their experiences in personal life. Total of 25 statements were asked on a 5-point preference scale ranging from very High Satisfaction (1) to High Dissatisfaction (5). Then, an independent sample t-test at the 0.05 level of significance was used to find the experiences of the employees regarding satisfaction with their jobs in their organisation (Table 2).

3.2.1. Factor analysis: constructs for the job satisfaction among employees

Total 25 different statements regarding job satisfaction were formed on the basis of review of literature. With regard to pre-analysis testing for the suitability of the entire sample for factor analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found to be 0.854. Thus, it indicated that the sample taken was suitable for factor analysis procedures. It was found that there were a total 5 factors which explained the majority of the variance in the study, as initially 25 variables were taken into consideration and these variables were be clubbed into only 5 factors.

Finally, it was found that the variables $X10$, $X21$, $X19$, $X15$, $X2$, $X6$ were loaded on factor 1, the variables $X3$, $X14$, $X5$, $X1$, $X7$ were loaded on factor 2, the variables $X23$, $X16$, $X4$, $X18$, $X25$, $X20$ were loaded on factor 3, the variables $X24$, $X22$, $X17$, $X12$, $X8$ were loaded on factor 4 and the variables $X11$, $X13$, $X9$ were loaded on factor 4 (Table 4).

The derived factors represented the factors related to job satisfaction experienced by employees. Referring to Table 4, the first factor represented the Continuous motivation. Second factor represented Favourable policies, followed

Table 2: Mean perception of employees on the job satisfaction

Sl. No.	Statements	Mean	S.D.	t-value	p-value
1.	My organization's transfer policy is fair and considers employees' preferences and career paths (X1)	3.35	1.09	5.63	0.001*
2.	My organization consistently reinforces motivation through positive reinforcement and recognition (X2)	3.32	0.99	5.57	0.001*
3.	My organization ensures regular maintenance of the workspace to keep it clean and organized (X3)	3.50	1.05	8.29	0.001*
4.	My organization gives employees sufficient freedom to employees to be creative (X4)	3.33	0.97	5.93	0.001*
5.	My organization promotes discipline among the staff by implementing clear policies (X5)	3.64	0.80	13.72	0.001*
6.	My organization offers competitive compensation packages such as basic salary and other incentives (X6)	3.26	1.02	4.43	0.001*
7.	My organization's policies regarding promotion are transparent (X7)	3.72	0.84	14.80	0.001*
8.	My organization's office working hours are structured to balance efficiency and flexibility (X8)	3.57	0.99	9.93	0.001*
9.	My organization resolves employee grievances promptly to ensure a positive work environment (X9)	3.63	0.96	11.34	0.001*
10.	My organization provides leave benefits, such as sick leave (X10)	3.60	0.98	10.55	0.001*
11.	My organization has effective grievance redressal procedures to address any conflicts (X11)	3.49	0.99	8.60	0.001*
12.	My organization clearly defines office procedures to ensure efficient daily operations (X12)	3.58	0.96	10.49	0.001*
13.	My organisation ensures employee grievances are handled with confidentiality (X13)	3.50	1.01	8.63	0.001*
14.	My organization maintains a transparent and impartial performance evaluation system (X14)	3.59	0.92	11.20	0.001*
15.	My organization allows employees to attend to family and personal matters when needed (X15)	3.53	0.94	9.78	0.001*
16.	My organization encourages harmonious collaboration among employees operating at the same level (X16)	3.33	0.95	6.10	0.001*
17.	My organization schedules rest times including tea breaks and lunch breaks (X17)	3.36	0.97	6.54	0.001*
18.	My organization maintains cordial relationships with employees based on mutual respect and trust (X18)	3.31	0.99	5.37	0.001*
19.	My organization provides recreational facilities to promote a healthy work-life balance (X19)	3.53	0.98	9.40	0.001*
20	My organization encourages teamwork and cooperation (X20)	3.23	0.96	4.10	0.001*
21.	My organization provides regular and comprehensive training facilities to its employees (X21)	3.61	0.96	11.03	0.001*
22.	My organization ensures that the nature of the work is interesting and corresponds to the skills and goals of the employees(X22)	3.43	0.96	7.731	0.001*
23.	My organization manages workload among employees to maintain a healthy work-life balance (X23)	3.27	0.97	4.789	0.001*
24.	My organization regularly maintains the working conditions to reduce pollution and ensure a safe environment (X24)	3.47	0.96	8.49	0.001*
25.	My organization's management provides continuous support and guidance to all employees (X25)	3.63	0.89	12.25	0.001*
	Overall	3.47	0.96	8.59	0.001*

*Significant at (*p*=0.05); Source: Primary data

by Interpersonal relations, Employee-centric work environment and fifth factor was associated with Grievance handling.

3.2.2. Continuous motivation (F1)

A perusal of Table 3 revealed that it was the most significant factor with 13.117% of total variance explained. Total six variables were loaded on this factor. This factor demonstrated that when employees did not get continuous motivation, whether monetary or non-monetary, especially from their superiors or the management, then they often experienced stress and job dissatisfaction.

Table 3: Factors with the percentage of variance explained

Factors	Eigen values	Variance explained (%)	Cumulative variance (%)
Continuous motivation	25.602	13.117	13.117
Favourable policies	12.004	11.371	24.488
Healthy workplace relations	7.813	11.345	35.833
Employee-centric work environment	6.913	11.186	47.018
Grievance handling	4.848	10.162	57.18

Source: Primary data

3.2.3. Favourable policies (F2)

Examination of Table 4 revealed that it was the second most important factor with 11.371% of variance explained. Total of five variables were loaded on this factor. This factor represented that when employees felt that the various policies of their organisation were not favourable or supportive of their personal growth then employees often experienced stress which further led to job dissatisfaction.

3.2.4. Healthy workplace relations (F3)

The third significant factor explained 11.345% of total variance. Total of six variables were loaded on this factor. This factor indicated that employees experienced stressed when their relations with other members of the organisation such as colleagues, superiors, subordinates, etc. were not cordial or healthy, then they were dissatisfied with their jobs

3.2.5. Employee-centric work environment (F4)

The fourth important factor explained 11.186% of total variance. Total of three variables were loaded on this factor. This factor showed that employees experienced stress when they felt that the environment prevailing in their organisation was not adequately employee centric and did not allow them to operate at their maximum efficiency and ultimately, they experienced job dissatisfaction.

3.2.6. Grievance handling (F5)

The fourth important factor explained 10.162% of total variance. Total of five variables were loaded on this factor. This factor represented that employees experienced stress through the way grievances were handled in their organisation or felt any biasness in the decisions related to grievances being handled by the management then they experienced job dissatisfaction.

3.3. Family life satisfaction

A number of strategies can be used to promote a positive family environment, such as encouraging open communication, emphasizing the importance of providing each family member with the opportunity to communicate their preferences, interests, attitudes, and opinions, communicating shared interests, and promoting mutual respect and equality in the relationship. One of the most important functions of the family is to support and assist one another with their specific needs. Thus, family life satisfaction is a broad and important concept

Table 4: Factor labels

Factor	Loadings	Statements included in the factor
Continuous motivation	0.819	My organization provides leave benefits, such as sick leave
	0.772	My organization provides regular and comprehensive training facilities to its employees
	0.733	My organization provides recreational facilities to promote a healthy work-life balance
	0.710	My organization allows employees to attend to family and personal matters when needed
	0.562	My organization consistently reinforces motivation through positive reinforcement and recognition
	0.454	My organization offers competitive compensation packages such as basic salary and other incentives
Favourable policies	0.767	My organization ensures regular maintenance of the workspace to keep it clean and organized
	0.746	My organization maintains a transparent and impartial performance evaluation system
	0.713	My organization promotes discipline among the staff by implementing clear policies
	0.583	My organization's transfer policy is fair and considers employees' preferences and career paths
	0.549	My organization's policies regarding promotion are transparent

Table 4: Continue...

Factor	Loadings	Statements included in the factor
Healthy workplace relations	0.763	My organization manages workload among employees to maintain a healthy work-life balance
	0.728	My organization encourages harmonious collaboration among employees operating at the same level
	0.695	My organization gives employees sufficient freedom to employees to be creative
	0.631	My organization maintains cordial relationships with employees based on mutual respect and trust
	0.517	My organization's management provides continuous support and guidance to all employees
	0.484	My organization encourages teamwork and cooperation
Employee-centric work environment	0.765	My organization regularly maintains the working conditions to reduce pollution and ensure a safe environment
	0.710	My organization ensures that the nature of the work is interesting and corresponds to the skills and goals of the employees
	0.701	My organization schedules rest times including tea breaks and lunch breaks
	0.631	My organization clearly defines office procedures to ensure efficient daily operations
	0.477	My organization's office working hours are structured to balance efficiency and flexibility
Grievance handling	0.749	My organization has effective grievance redressal procedures to address any conflicts
	0.729	My organisation ensures employee grievances are handled with confidentiality
	0.666	My organization resolves employee grievances promptly to ensure a positive work environment

that encompasses interpersonal and individual satisfaction among family members (Zlokovic et al., 2020).

The respondents were enquired regarding their agreement towards the statements related to the family life satisfaction related to their experiences in personal life. Total of 17 statements were asked on a 5-point preference scale that ranged from very High Satisfaction (1) to High Dissatisfaction (5). Then, an independent sample t-test at the 0.05 level of significance was used to find the level of satisfaction experienced by the employees with their family or personal lives (Table 5).

From the above table it was observed that overall mean value for the family life satisfaction was 2.46 showing that the respondents were satisfied with their family life.

3.3.1. Factor analysis: constructs for the family life satisfaction among employees

A total of 17 different statements about family life satisfactions were developed based on a literature review. Pre-analysis testing revealed that the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.848 for the total sample's the suitability for factor analysis. Therefore, it suggested that the sample was appropriate for factor analysis techniques. Given that 17 variables were initially considered and that these variables were combined into only 4 factors, it was discovered that there were a total of 4 factors that accounted for the majority of the variance in the study.

Table 5: Mean perception of employees on the family-life satisfaction

Sl. No.	Statements	Mean	S.D.	t-value	p-value
1.	I get strong support from my family members in times of need (X1)	2.60	0.92	7.39	0.001*
2.	I am confident that my family has adequate savings to cover any emergencies and future needs (X2)	2.20	0.60	23.05	0.001*
3.	I feel that the economic condition of my family is stable and secure (X3)	2.42	0.81	12.31	0.001*
4.	I feel happy by my involvement in social or family events (X4)	2.64	0.93	6.67	0.001*
5.	I have adequate arrangements for my children's education and overall welfare (X5)	2.46	0.84	10.90	0.001*
6.	I have no problems or disturbances with the landlord (if residing in a rented house) (X6)	2.46	0.84	10.90	0.001*
7.	I have helpful and cooperative neighbours (X7)	2.48	0.85	10.34	0.001*
8.	I have no ongoing issues with family assets, such a house or any other property (X8)	2.53	0.88	9.12	0.001*
9.	I have sufficient time to spend with my family members, ensuring their emotional well-being (X9)	2.40	0.80	12.74	0.001*
10.	I share healthy and supportive relationships with relatives and friends (X10)	2.58	0.91	7.84	0.001*

Table 5: Continue...

Sl. No.	Statements	Mean	S.D.	t-value	p-value
11.	I am able to balance social, family, and work commitments (X11)	2.48	0.85	10.52	0.001*
12.	I have minimum interruptions from the office when taking part in family events (X12)	2.50	0.88	9.68	0.001*
13.	I find that my family size, including dependents (parents, sisters, brothers) is manageable (X13)	2.24	0.65	20.22	0.001*
14.	I find the layout of my house comfortable and meeting our family needs (X14)	2.51	0.87	9.63	0.001*
15.	I am satisfied with the location of my house as it is at convenient location (X15)	2.60	0.91	7.54	0.001*
16.	I am satisfied with the availability of municipal services around my house like drainage and water supply (X16)	2.43	0.82	11.89	0.001*
17.	I am available to provide emotional support to my family members whenever needed (X17)	2.32	0.73	16.03	0.001*
	Overall	2.46	0.83	11.57	0.001*

*Significant at (p=0.05); Source: Primary data

Finally, it was found that the variables X12, X9, X4, X11, X17 were loaded on factor 1, the variables X5, X2, X8, X6, X3 were loaded on factor 2, the variables X15, X16, X14 were loaded on factor 3 and the variables X1, X3, X10, X7 were loaded on factor 4 (Table 7).

The derived factors represented the factors regarding family life satisfaction experienced by employees. Referring to Table 7, the first factor represented the Work-life balance. Second factor represented financial stability, followed by Residential location satisfaction and fourth factor was associated with Interpersonal relationships.

3.3.2. Work-life balance (F1)

A perusal of Table 7 revealed that it was the most significant factor with 13.291% of total variance explained. Total five variables were loaded on this factor. This factor represented that employees' personal life was somehow influenced by various forces that were prevailing at their workplaces.

3.3.3. Financial stability (F2)

Examination of Table 7 revealed that it was the second most important factor with 12.274% of variance explained. Total of four variables were loaded on this factor. This factor

Table 6: Factors with the percentage of variance explained

Factors	Eigen values	Variance explained (%)	Cumulative variance (%)
Work-life balance	26.566	13.291	13.291
Financial stability	8.179	12.274	25.564
Residential location satisfaction	6.861	11.437	37.001
Interpersonal relationships	6.5	11.104	48.105

Source: Primary data

represented that employees were impacted by their level of financial security that allowed them to financially support their other family members, such as parents, spouses, children, or any other dependent family member.

3.3.4. Residential location satisfaction (F3)

The third significant factor explained 11.437% of total variance. Total of four variables were loaded on this factor. This factor showed how residential location of the houses of employees influenced their personal life satisfaction.

3.3.5. Interpersonal relationships (F4)

The fourth important factor explained 11.104% of total variance. Total of two variables were loaded on this factor. This factor demonstrated that interpersonal relationships between various family members allowed employees to share cordial bonds and lead a stress-free life to some extent.

3.4. Findings and discussion

The analysis revealed that the employees experienced role stress for all the stressors except for self-role distance which had mean score 3.16. The overall mean score for job satisfaction was 3.47 which showed no significant satisfaction among employees regarding the statements assessed in the questionnaire. After applying Factor analysis to the data, a total of 5 factors were derived for job satisfaction and the foremost significant factors of job satisfaction were Continuous motivation, Favourable policies, Healthy workplace relations, Employee-centric work environment, and Grievance handling. The results showed that the employees showed job dissatisfaction for all the factors derived after analysis.

In contrast, the mean score for family life satisfaction statements was 2.46 which showed employees were somewhat satisfied with their family life. There were a total of 4 factors derived after applying the factor analysis to the

Table 7: Factor labels

Factor	Loadings	Statements included in the factor
Work-life balance	0.670	I have minimum interruptions from the office when taking part in family events
	0.649	I have sufficient time to spend with my family members, ensuring their emotional well-being
	0.589	I feel happy by my involvement in social or family events
	0.577	I am able to balance social, family, and work commitments
	0.520	I am available to provide emotional support to my family members whenever needed
Financial stability	0.646	I have adequate arrangements for my children's education and overall welfare
	0.639	I am confident that my family has adequate savings to cover any emergencies and future needs
	0.596	I have no ongoing issues with family assets, such a house or any other property
	0.565	I have no problems or disturbances with the landlord (if residing in a rented house)
	0.437	I feel that the economic condition of my family is stable and secure
Residential location satisfaction	0.755	I am satisfied with the location of my house as it is at convenient location
	0.628	I am satisfied with the availability of municipal services around my house like drainage and water supply
	0.625	I find the layout of my house comfortable and meeting our family needs
Interpersonal relationships	0.714	I get strong support from my family members in times of need
	0.597	I find that my family size, including dependents (parents, sisters, brothers) is manageable
	0.575	I share healthy and supportive relationships with relatives and friends
	0.448	I have helpful and cooperative neighbours

data for family life satisfaction namely, Work-life balance, financial stability, Residential location satisfaction, and Interpersonal relationships.

On the whole the results suggested that employees experienced limited job satisfaction while reporting moderate satisfaction in their family life. Since job satisfaction is essential in life, employees experienced difficulties in other areas of their lives when they were not satisfied with their jobs. To address this, organizations must adapt to the changing needs and expectations of their workforce, to cope with the ever-increasing competition outside the organisations and fostering such workplace climate that adds to their overall satisfaction (Pandey, 2016).

Strong and constructive workplace relationships are shaped by open communication, mutual respect, trust, cooperation, and support within the organisations. Stress can lead to a variety of physiological and psychological problems for employees, as well as discomfort at workplace, and job discontent, therefore, s tress levels should be reduced to an ideal level in order to enhance employee productivity and restrict negative physical and psychological impacts (Bano and Jha, 2012; Bano et al., 2011).

The management must give adequate attention to various variables that impact the job satisfaction of employees in a negative way. In addition to improving job satisfaction and general employee well-being, investing in programs like team-building exercises, coaching programs, employee recognition, supervisor support, positive work environment and harmonious relationships and adequate compensation are some of the factors that can help the management of the organisations to improve job satisfaction and also minimize the stress experienced by them which can also improve relationships at work (Naidoo, 2018; Pathak, 2012; Nazneen and Bhalla, 2013).

4. CONCLUSION

The study evaluated the job satisfaction and family life satisfaction among middle level and lower-level managers and explored its major factors. The analysis revealed that employees were dissatisfied with their jobs with overall mean value of 3.47 and there were five factors that contributed towards their job dissatisfaction. Similarly, there were 4 major factors that encouraged family life satisfaction amongst employees and the results revealed that employees were, however, satisfied with their family life with overall mean value of 2.46.

5. FUTURE RESEARCH DIRECTIONS

Acknowledging the study's possible limitations is equally important in light of the findings and contributions of this paper. Future studies might concentrate on creating strategies for intervention to lower employee dissatisfaction, like enhancing workplace regulations, enhancing leadership techniques, and addressing particular stressors. Furthermore, longitudinal studies on work-life balance can shed light on

how satisfaction with one's employment and family life changes over time in response to changes in organizational regulations or outside circumstances.

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