



RESEARCH ARTICLE

Work-Life Balance and Job Satisfaction from the Perspective of Multiple Job Holding Women: Comparative Analysis of Generational Cohorts

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Abstract

Background and Objective: As we are on the cusp of a trend shift in the nature of the world of work, holding multiple jobs is adding another feather to its hat. While holding multiple jobs provide financial security and more fulfilled life, at the same time juggling two careers can be challenging for women. Considering above fact, this study aims to study the work-life balance and job satisfaction of different generational cohorts holding multiple jobs in the education sector in an Indian context. It further explores the impact of work and family satisfaction in determining the work-life balance satisfaction of women academicians. **Material and Methods:** Using survey design method, data were randomly collected from 217 academicians using a structured questionnaire. Data were analyzed by using independent t-test and regression analysis techniques. **Results:** Findings indicate a high level of work life balance among Millennials ($m=5.06$, $p=.028$) and a high level of job and social satisfaction among multiple job holders ($m=5.32$, $p=.021$; $m=.520$, $p=.014$). Job and family satisfaction were observed to be the moderate predictor of work-life balance of women employees holding multiple jobs regardless of their generation ($R^2=.494$) while satisfaction with supervisor, growth opportunity and social life turns to be the strongest predictors of women's job satisfaction ($R^2=.987$). **Conclusion:** This paper suggests that in multiple job setting, attracting and retaining women academicians requires providing support in the form of supervision, career growth opportunities and building a social life. Also, generation specific work-life policies may enhance women's satisfaction with their work and overall life.

Keywords: Academicians, Education, Job Satisfaction, Multiple jobs, Work-life Balance.

Introduction

The 'gig' economy has become a rising trend in India and this is characterized by temporary positions and on-demand contracts with independent workers. Earlier people used to have single monolithic career preferring one full-time job. But, in recent times, there may be the rise in the trend where people prefer multiple jobs at the same time, up to the equivalent of full-time hours.

The Indian Education sector is supposedly considered to be "recession-proof" and flexible one. Thus, it seems to be the best place to work for women job seekers, especially where they find best fitment. A national survey reported, women have the highest share of employment in the education sector in India. Owing to the boom in the education sector, new establishments such as Playschools,

preschools/kindergarten in cities have increased the intake of women. Also, lucrative pay packages, regular work-hours and reputed profiles offered by private. Educational institutions and universities have attracted many educationists to pursue their career in this segment.

Work and family life have been an integral part of a woman's life. These two together forms an integrated whole and therefore attracts a lot of attention. The need to study the inter-linkages becomes all the more important to an increasing number of women entering the formal labor market. Rapid feminization of workforce made work life balance a prominent issue across the globe. There has been a lot of discussions about the changing nature of work and whether or not

workers are increasingly taking on multiple jobs to piece together a decent living. Valerie Wilson [1] highlighted the prevalence of multiple jobs among women and young women in particular. With this changing face of the workforce; each generation has developed different values. The trend shifts like dual career families, geographic dispersion of extended families, and single parent households can be another factor in developing generationally specific values [2].

Each person's work-life balance will vary over time, often on a daily basis. The right balance for each one today will probably be different from tomorrow. The definition of balance differs for a person at different life stages. For e.g. being single, married, have kids. When one steps into the world of work and when one is nearing retirement brings changes in work-life balance attitude. There is no perfect, one-size fits all. According to Peeters et al. [3] often job demands and family demands are incongruous, creating an imbalance between the two. It signifies the important role of work and family satisfaction in women's lives.

Research so far has been emphasizing the balance between the home and office life of a woman as a result of single employment outside the home. However, this research focuses mainly on the work-life balance satisfaction of women holding multiple jobs. Two specific generations were studied, including Gen X'ers and Millennials. Gen X'ers are defined as people born between the years 1965 and 1980 [4]. Millennials are defined as people born between the years 1981 and 1999 [4]. Thus, it can be hypothesized that:

H1A

There is no significant difference in the work life balance of Gen Xers and Millennials women employees.

H1B

There is no significant difference in the work life balance of single job holding and multiple job holding women employees.

Job satisfaction can be understood as an emotional state which results from how a person appreciates/ experiences his /her own job. A plethora of research has been conducted to ascertain the impact of job satisfaction on work-life balance and vice

versa to understand the relationship between the two. Mosadeghrad et al. [5] identified a number of determinants like rewards, perceived quality of supervision, age group, marital status, years of experience, etc. that influence employees' satisfaction or dissatisfaction with their current job. Hackman and Oldham [6] opined that the lack of opportunity for promotion hinders employees' growth upward and thus decreases their job satisfaction. Ang [7] reported that supervisor support has a vital role in balancing work and family. Women tend to place more emphasis on job satisfaction and working relations than the traditional male rewards of salary and status [8], [9], [10].

Therefore, social satisfaction becomes an inherent part of their job satisfaction. Findings on the influence of age on job satisfaction are also mixed. Some studies found no statistically significant relationship between the two [11] and [12], while some research predicted a linear and positive relationship between age and job satisfaction, arguing that older employees were more likely to fit into the organisational environment [13]. Although there is an enormous literature available on job satisfaction, the current study is specific in nature as it aims not only to determine factors affecting job satisfaction among women academicians, but also to identify how the impact of these factors differ across generations and in multiple job settings. Thus it can be hypothesized that:

H2A

Multiple jobs holding women perceive a low level of job satisfaction than women having single job.

H2B

Multiple jobs holding women perceive a low level of supervisor's support satisfaction than women having single job.

H2C

Multiple jobs holding women perceive a low level of growth satisfaction than women having single job.

H2D

Multiple jobs holding women perceive a low level of social satisfaction than women having single job.

H3A

There is a significant difference in the job satisfaction of Gen X'ers and Millennials women employees.

H3B

There is a significant difference in the supervisor's support satisfaction of Gen X'ers and Millennials women employees.

H3C

There is a significant difference in the growth satisfaction of Gen X'ers and Millennials women employees.

H3D

There is a significant difference in the social satisfaction of Gen X'ers and Millennials women employees.

Family satisfaction is defined as the satisfaction gained by a person by being with the family and engages in tasks attached to the family [14]. Women having multiple jobs feel pressure in managing family time. Apart from the many positive effects of women having multiple job like the increase in nations' productivity, the wealth and consumption power of families, the financial independence of women, there are some negatives in the form of pressure on family time. The extra demand and pressure from work has decreased the quality family time and community participation [15]. There is a scant literature available on working women's satisfaction with their family across generations. Thus, it may be hypothesized that:

H4A

There is no significant difference in the family satisfaction of Gen X'ers and Millennials women employees.

H4B

There is no significant difference in the family satisfaction of single job and multiple job holding women employees.

Very few studies are available on multiple jobs in the body of literature and most of them have focused on the motives to combine multiple jobs [16], [11], [17] and [18]. To a lesser extent, there are very few that has focused on the impacts of multiple job holding on variables such as job satisfaction and

work-life balance [19] and [20]. Considering the fact that effect of multiple job holding on the work-life balance varies by sectors [20], the present study is intended to examine the factors that contribute to the work-life balance of women holding multiple jobs. Thus, it is hypothesized that:

H5

Supervisor's support, social and growth satisfaction are the strongest predictor of job satisfaction among women employees holding multiple jobs, regardless of their generation.

H6

Job Satisfaction and family satisfaction have much influence on work-life balance of women employee holding multiple jobs, regardless of their generation.

Materials and Methods**Research Approach and Participants**

This study used a quantitative research method. Primary data was collected using survey design method. A sample of 300 women employees doing multiple jobs were randomly selected from different schools and colleges/universities of India. They were primarily working in school/colleges/universities and were serving as private tutors (65%), consultant (20%) and as an academic counselor (15%). After eliminating the cases with incomplete and missing data, the research sample consisted of 217 women with age ranged from 28-40 years.

Measuring Instrument and Ethical Considerations

The first part of the questionnaire dealt with the demographic variable like age, marital status, job profile, annual income and length of service in present university or school. To measure other four variables following questionnaires were used. The instruments were pilot tested on 80 women in order to assess the reliability of the constructs. The first scale was designed to measure satisfaction with work-family balance and was adopted from Valcour's study [21]. This is a 5-item scale that assesses employees' level of satisfaction with work-family balance. A sample item is "There is a special person with whom I can share my joys and sorrows".

Each item is rated on seven points likert scale (1= very dissatisfied to 5= very satisfied). Work-life balance satisfaction was calculated by averaging responses to all of the items. Cronbach's alpha coefficient for this scale was 0.84. The family satisfaction scale contains 10-item and is based on a scale developed by Olson and Wilson [22]. Each item is rated on a five point likert scale (1 = Very dissatisfied to 5 = extremely satisfied).

Cronbach's alpha coefficient for this scale was 0.72. The 5-item job satisfaction scale was adopted from the Job Diagnostic Survey [23]. Each item is rated on five point Likert scale (1=Disagree strongly to 7=agree strongly). Cronbach's alpha coefficient for this scale was 0.93. To measure satisfaction with growth, social and supervisor short scales of the Job Diagnostic Survey were adopted [23]. Social and supervisor satisfaction were measured using 3-item scale whereas growth satisfaction was measured using a 4-item scale. Each item is rated on seven point likert scale (1=extremely dissatisfied to 7=extremely satisfied). Cronbach's alpha coefficients for these scale were 0.89 (growth satisfaction), .88 (social satisfaction) and .87 (supervisor satisfaction).

All the participants were given necessary information about completing the questionnaire. Participation was voluntary and all the participants were assured of their anonymity.

Data Analysis

Data were entered and analyzed using Statistical Package for Social Sciences (SPSS) version 20.0. At first, demographic data, frequencies and measures of central tendency were established. Internal consistency estimates were computed for each measuring tool using Chronbach's alpha coefficients. Following that, two separate independent sample t-test were performed as the data collected are further categorized as of two different populations. First comparison was made between single job holding female employees and multiple jobs holding female employees and second test was conducted to compare Gen X'ers and Millennials on varied determinants of job and work-life balance satisfaction.

Results and Discussion

Independent sample t-test statistics to compare the mean values of multiple job holding Gen X'ers and Millennials female employees are given in Table 1. The hypothesis H1A states that there is no significant difference in the work-life balance of Gen X'ers and Millennials women employees. Group statistics and t-test results (see table 1) indicate that work-life balance among Gen X'ers female employees is greater than the Millennials women employees i.e. (mean=5.06, sig. = 0.028). Thus we reject the null hypothesis and conclude that Millennials perceive high level of work-life balance satisfaction than the Gen X'ers.

Table 1: Independent samples t-test for generational cohorts

Variables	Group	Mean	Std. Dev.	t-Value	Sig. Level
Social Satisfaction	GenX'ers	5.13	1.54	1.795	.074
	Millennials	4.74	1.61		
Growth Satisfaction	GenX'ers	5.14	1.38	1.572	.118
	Millennials	4.82	1.54		
Supervisor Satisfaction	GenX'ers	5.64	1.28	1.204	.230
	Millennials	5.40	1.52		
Family Satisfaction	GenX'ers	3.47	.715	.980	.328
	Millennials	3.37	.746		
Job Satisfaction	GenX'ers	5.31	1.20	1.878	.062
	Millennials	4.97	1.38		
WLB Satisfaction	GenX'ers	5.06	1.24	2.211	.028
	Millennials	4.67	1.32		

The hypothesis H2A and H2D states that there is low level of job satisfaction and social satisfaction among multiple job holding female employees. Group statistics and t-test results (see Table 2) indicate that job

satisfaction and social satisfaction among multiple job holding female employees is greater than the single job holding women employees i.e. (mean=5.32, sig.= 0.021) and (mean=5.20, sig.= 0.014) respectively. Thus

we reject the null hypothesis and conclude that multiple job holding women perceive high level of job satisfaction and social

satisfaction. However we couldn't find strong evidences to support or reject other hypotheses.

Table 2: Independent samples T-Test for single and multiple jobs holding women

Variables	Group	Mean	Std. Dev.	t-Value	Sig. Level
Social Satisfaction	Single	4.70	1.63	-2.491	.014
	Multiple	5.20	1.27		
Growth Satisfaction	Single	5.33	1.57	-1.759	.080
	Multiple	5.67	1.25		
Supervisor Satisfaction	Single	4.68	1.71	-2.071	.207
	Multiple	5.12	1.43		
Family Satisfaction	Single	3.35	.786	-1.272	.205
	Multiple	3.48	.674		
Job Satisfaction	Single	4.91	1.48	2.325	.021
	Multiple	5.32	1.09		
WLB Satisfaction	Single	4.71	1.43	-1.336	.183
	Multiple	4.95	1.15		

Regression analysis is used to explain the variation in one variable based on the variation in one or more other variables. A multiple regression analysis was performed for each of the two dependent variables i.e.

Job satisfaction and work-life balance to determine the contributions of the respective independent variables. The results find, (a) at what extent the job satisfaction is determined by Social satisfaction, growth satisfaction, and supervisor satisfaction and (b) at what extent the WLB satisfaction is determined by job satisfaction and life satisfaction (as shown in Table 3 and Table 4).

The variance inflation factor (VIF) was calculated for each model. The results showed that no VIF was greater than 10 and no tolerance was less than 0.1, which, according to Wooldridge (2009), indicated that multicollinearity was not a serious threat. The statistical significance of the model and the R² value are shown in table 3 and table 4, which indicates that the models are statistically significant at a confidence level of .01. Results (see Table 3) reveal that the most important predictor of job

satisfaction among the components is growth satisfaction with the beta weight of .348. The calculated F-ratio (5217.22) is significant at 0.05 levels.

This means that the explanatory variables as a group provide a significant explanation of variation in job satisfaction of multiple job holding women. On a similar note, the most important predictor of work-life balance satisfaction among the components is job satisfaction with the beta weight of .627 (see Table 4).

R Square shows the percentage change in the dependent variable due to the independent variable. Regression analysis shows that 98.7% change in job satisfaction is due to the Growth satisfaction, Social satisfaction, and Supervisor satisfaction while remaining 1.3% only is the unexplained variability. Similarly, 49.4% change in the work-life balance of women employees is due to the job satisfaction and family satisfaction while remaining 50.6% is the unexplained variability. In summary, these results support hypotheses H1A, H2A and H2D, H5 and H6.

Table 3: Results of multiple regression analysis for the prediction of job satisfaction

Predictors	R ²	F	Adjusted R ²	Sig. of F change	B value	t-value	Sig. t
Constant	.987	5217.22	.986	.000	.040	.942	.347
Social satisfaction					.316	33.558	.000*
Supervisor satisfaction					.324	29.679	.000*
Growth satisfaction					.348	33.201	.000*

Note: *p< .05

Table 4: Results of multiple regression analysis for the prediction of WLB satisfaction

Predictors	R ²	F	Adjusted R ²	Sig. of F change	B value	t-value	Sig. t
Constant	.494	104.648	.490	.000	.716	2.130	.034
Job Satisfaction					.627	12.10	.000*
Life Satisfaction					.268	2.87	.004*

Note: *p< .05

Discussion

At the outset, Millennials are facing challenges in managing work-life across the globe. Our results supports the same and reported Gen X'ers were better in managing work-life issues. One possible reason could be interference of work demands with Millennials' personal lives [24]. The job satisfaction of women holding multiple jobs is a topic that has not been widely studied in the Indian context. Thus, this study gives an insight on how job satisfaction comes from multiple jobs in women's life. Studies establish the fact that people get bored of single monolithic career and thus love to combine multiple jobs which satisfies their financial as well as career aspirations.

Despite of increased workload, diversity of tasks allows them to express their passions and be creative [25]. However, this is in contrast with the findings of Nirel et al. [26] that holding multiple jobs and working many hours have a negative impact on the quality of work life and job satisfaction. This may be due to the fact that work-life balance varies across generations, age and gender and sector of work. Some of our findings are consistent with the findings from other studies done by Liu et al. [27] in the Chinese context and by Reiner and Zhao [28] and

Ting [29] in the American context who have reported the positive relationship between age and job satisfaction. These results mirror the findings of Jaime X. Castillo and Jamie Cano's [30] study who have identified recognition, supervision and relationship to have more influence on academicians' overall job satisfaction. From a theoretical perspective, this article supports the three-dimensional model as a relatively comprehensive model in explaining job satisfaction.

Three specific aspects of a job, namely growth satisfaction, supervisor satisfaction and social satisfaction have statistically significant influence on job satisfaction. Results of the multiple regression analysis reveal that aforesaid attributes (growth, supervisor and social satisfaction) can explain 98.7% of the total variation in job satisfaction, suggesting that they are strong predictors of job satisfaction.

This result casts doubt on Blackburn and Bruce's [31] argument that job satisfaction is mainly a function of personal characteristics. A general theory of job satisfaction is still not available; however, based on the good performance of the model suggested in this study, it would be safe to argue that job

satisfaction can be derived from one's satisfaction, with his/her supervisor, growth and social life. These findings might be useful when attempting to explore general antecedents of job satisfaction in an organizational context and to provide practical policy implications.

Most of the respondents in our sample belonged to the middle class who wanted to be a significant contributor to their family's economic well-being. Significant variations could be noticed among respondents regarding the reasons for holding multiple jobs. The proportion working more than one job to meet regular expenses or pay off debts was highest among those Gen X'ers than Millennials. The Gen X'ers' decisions about holding multiple jobs were also influenced by changes in the events related to the personal and family life cycle, such as getting married, raising children, children's education, planning for retirement etc.

The Millennials, on the other hand, had the greatest percentage of employees who reported financial independence, career ambitions, enjoyment, making friends and autonomy as the motivators for working multiple jobs. In the present study, women holding multiple jobs reported a high level of job satisfaction and social satisfaction. The possible reason is the benefits related to working hours, level of income, suitability for family, making social contacts and friends that most women cite as motivating factors for holding multiple jobs [20].

However, no or very little difference was found in the work-life balance satisfaction of women holding a single and multiple jobs. The possible reason could be that many people with a single job also work 50 or more hours per week. People working longer hours in highly skilled occupations usually have a greater degree of control over their schedules and place of work, and usually achieve a better work-life balance than people with less skilled and lower paid occupations³.

Other circumstances like no kids, single status, no extended family etc. made it easier for some Millennials to maintain balance in their work and personal life. However our results do not support the findings of Wayne Mc Ciintock et al [20].

Those women in the age group of 20-29, employed in any professional occupations (other than teaching), with a kid under two are more likely to have multiple jobs compared with those whose youngest child is over four or there are no kids. In our study, women aged 20-29 years (having no kids) tend to adopt multiple job strategy more readily. For Gen X'ers, the spillover from work to parenting and family life results in leisure time being less enjoyable and more pressured⁵.

The major contribution of the study vis-à-vis the existing body of literature is, that of detailing out the impact of specific aspects of job as major determinants of the job satisfaction of women holding multiple jobs. This study has so far not been discussed in depth. Additionally, it argues that apart from work and family satisfaction which impacts work-life balance moderately, other influencing factors must also be explored in the context of multiple job holding women. This study

Conclusion

The education sector in India is often characterized as a traditional 9 to 5 job offering enormous flexibility in one's life. On this ground, it appears to be a lucrative job for maintaining the work-life balance, especially for Indian women. But like every coin has two faces, the never-ending nature of academic work requires a lot of cognitive tasks. It may put extra pressure on females who have to look after their kids, elders and extended family other than household chores.

Thus, in the current scenario, it is not easy to hold two jobs and fulfill family responsibilities as well. In today's work environment a better balance between work and personal life is increasingly desired by the women employees. Be the Gen X'ers or Millennials, the desire for a better work-life balance has become one of the growing concerns in contemporary society.

Considering above facts, it is imperative to understand how to design and improve work-life balance policies in order to meet the needs of women employees of different generational cohorts. Additionally, human resource specialists at universities/colleges need to design and divide works according to the employees' knowledge, skills and ability

in order to avoid work overload, burnout and make them satisfied. For an employee, he/she must understand, when somebody is trying to save a little extra cash, fill leisure time, or break into a new industry, a side gig can be the perfect solution. But, adding the second job to one's plate has never been easy. Though, the strength of this study rests on

the detailed information regarding work-life balance and job satisfaction of women holding multiple jobs in education sector, yet, it is suggested that this study should be replicated in other work settings having the large sample size to get more generalized results [32-41].

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