

# Work-Life Balance in Agile Environment – A Key for Job Satisfaction and Remedy to Overcome Job Stress

Saurabh Vilas Kane<sup>1</sup>, Dr. Prasad Jeevan Pathak<sup>2</sup>

<sup>1</sup>PhD Research Scholar, Ramcharan School of Leadership, Faculty of Business and Leadership, Dr. Vishwanath Karad MIT World Peace University, Pune, India

<sup>2</sup>Associate Professor, School of Business, Faculty of Business and Leadership, Dr. Vishwanath Karad MIT World Peace University, Pune, India

---

## ABSTRACT

Several literatures suggests that Job Satisfaction and Job Stress are dependent on each other. Through this research paper, Researchers have tried to further dig down on these aspects and identify if the relationship exists between Job Satisfaction and Job Stress. Researchers also have gone further to determine and quote few top factors that have an impact on the Job Satisfaction and Job Stress for the employees. The Research is quantitative research with data being collected using an online survey questionnaire from the respondents selected through non-probabilistic sampling method. Considering the time bound nature of the Research Paper, researchers have also highlighted future research scope for the fellow researchers in the said domain.

**Keywords:** Agile Projects, Agile Culture, Scrum, Job Satisfaction, Job Stress, Job Performance, Performance Challenges, Job Stress Causes, Job Satisfaction Causes

---

## INTRODUCTION

In today's corporate world, Job Stress has become a prevalent issue that affects the overall well-being and productivity of employees (Gupta & Tyagi, 2009). Job Stress is often accompanied by job dissatisfaction, which can have detrimental effects on employee engagement and retention (Kaur, 2020).

Job Stress and Job Satisfaction are two important factors that can greatly impact an individual's overall well-being and professional performance (Al-Tit & Suifan, 2015).

Moreover, research has shown that individuals with higher Job Satisfaction are more likely to exhibit positive organizational behaviours, such as increased productivity, higher job performance, and lower turnover rates. On the other hand, high Job Stress has been linked to negative outcomes, including burnout, absenteeism, and decreased job commitment.

By integrating strategies to reduce Job Stress and enhance Job Satisfaction, organizations can not only improve the well-being of their employees but also benefit from a more engaged and productive workforce. In the following sections, we will explore specific interventions and practices that have been proven effective in managing Job Stress and promoting Job Satisfaction in the workplace. Some specific interventions and practices that have been proven effective in managing Job Stress and promoting Job Satisfaction include providing clear job expectations and resources, fostering supportive relationships and effective communication within the organization, offering opportunities for skill development and career advancement, promoting work-life balance through flexible work arrangements, and implementing wellness programs that address physical and mental well-being. These interventions can contribute to a positive work environment, where employees feel valued, supported, and motivated. In conclusion, Job Stress and Job Satisfaction are two important factors that significantly impact employee well-being and organizational outcomes.

## LITERATURE REVIEW

Job Stress has been the focus of extensive research within the field of organizational psychology and management. Numerous studies have highlighted the detrimental effects of Job Stress on employee well-being and organizational productivity. The concept of Job Stress is often associated with the experience of unfavourable working conditions, excessive job demands, and limited control over one's work processes. The link between Job Stress and Job Satisfaction has been a consistent area of interest in academic literature. Numerous studies have been conducted to examine the relationship between Job Stress and Job Satisfaction (Sharma\* & Gupta, 2020). These studies have identified various

factors that contribute to Job Stress, such as high workload, lack of control over one's work, low social support, and poor work-life balance. In contrast, factors that contribute to Job Satisfaction include meaningful work, autonomy, supportive colleagues and supervisors, opportunities for growth and development, and a positive work environment (Javed et al., 2014). It is important to note that Job Stress and Job Satisfaction are closely interconnected. High levels of Job Stress can lead to decreased Job Satisfaction, while a satisfying work environment can help mitigate the effects of Job Stress. Understanding the interplay between these two factors is crucial for employers and organizations to create a healthy and productive work environment for their employees

Researchers have found that high levels of Job Stress are correlated with decreased Job Satisfaction, as employees often feel overwhelmed and dissatisfied with their work environment. Conversely, a supportive and positive work environment has been shown to mitigate the effects of Job Stress and enhance overall Job Satisfaction.

Several theoretical models have been proposed to explain the relationship between Job Stress and Job Satisfaction. The Job Demands-Resources model, for instance, emphasizes the role of job demands and job resources in shaping employees' stress levels and satisfaction. According to this model, excessive job demands, such as high workload and time pressure, can lead to strain and reduced Job Satisfaction, especially when the available resources are insufficient to cope with these demands.

In addition to theoretical frameworks, empirical studies have identified specific organizational and individual factors that contribute to Job Stress and Job Satisfaction. Organizational factors, including leadership styles, organizational culture, and job design, have been found to significantly influence employee perceptions of Job Stress and satisfaction. Similarly, individual differences, such as coping strategies and personality traits, play a role in how employees respond to Job Stress and seek satisfaction in their work.

Overall, the literature on Job Stress and Job Satisfaction underscores the importance of developing interventions and practices that address both the sources of Job Stress and the factors that contribute to Job Satisfaction. By understanding the nuanced interplay between these two constructs, organizations can implement targeted strategies to create a healthier and more fulfilling work environment for their employees. According to the sources, Job Stress can be caused by factors such as insufficient funding and resources, work overload, poor management practices, job insecurity, and lack of support from colleagues and supervisors (Raya & Panneerselvam, 2013). Furthermore, job-related stress has been found to have a negative impact on employees' professional work and personal welfare, highlighting the significance of addressing this issue in order to promote employee well-being and organizational success (Nakao, 2010). Moreover, Job Satisfaction is often considered a key determinant of employee turnover and performance.

Numerous studies have demonstrated a strong negative relationship between Job Satisfaction and turnover, with higher levels of Job Satisfaction leading to lower turnover rates. Additionally, Job Satisfaction has been found to positively impact job performance, as satisfied employees are more likely to be engaged, committed, and motivated in their work, resulting in higher productivity and quality of work (Javed et al., 2014). In summary, Job Stress and Job Satisfaction are interconnected and influenced by a range of factors including organizational culture, leadership styles, job design, resources, and support from colleagues and supervisors (Gillespie et al., 2001). Overall, it is clear that Job Stress and Job Satisfaction have significant implications for both employees and organizations (Javed et al., 2014). Therefore, organizations need to prioritize efforts to reduce Job Stress and enhance Job Satisfaction in order to improve employee well-being, retention, and performance. In addition to the factors mentioned above, leadership behaviour has also been found to play a crucial role in employee Job Satisfaction.

According to the sources, the leadership behaviour of a project manager has a significant impact on employee Job Satisfaction (Rehman et al., 2020). Specifically, the sources propose a positive relationship between leadership behaviour and subordinates' Job Satisfaction. This implies that when project managers exhibit task-oriented behaviour, such as planning, coordinating activities, and providing technical assistance, employees are more likely to feel supported and satisfied with their job. Additionally, when project managers exhibit relation-oriented behaviour, such as showing trust, confidence, and being friendly towards subordinates, it can also contribute to higher levels of Job Satisfaction. Furthermore, the sources suggest that Job Satisfaction is positively related to job retention and job performance. Employees who are satisfied with their jobs are more likely to stay with the organization and remain committed to their work (Javed et al., 2014). These employees are also more likely to perform well in their roles, as Job Satisfaction is linked to higher levels of engagement, motivation, and commitment.

Overall, the literature review suggests that Job Stress and Job Satisfaction are both important factors in understanding employee well-being and organizational outcomes. In order to effectively manage Job Stress and promote Job Satisfaction, organizations should focus on creating a positive work environment, providing resources and support for employees, and emphasizing effective, ethics and values based strategic leadership, focused on employee and organisational wellbeing.

### RESEARCH METHODOLOGY

Literature review in the domain of Job Satisfaction and Job Stress suggested that there exists a relation between them. The resultant impacts the overall individual job performance. Based on this analysis, Researchers generated below research questions to collect the primary data:

RQ1: How much Satisfied are the employees in their respective Jobs?

RQ2: How much Stressed are the employees in their respective Jobs?

Based on the responses received by the respondents for RQ1 and RQ2, Researchers would be able to derive the dependency between the Job Satisfaction and Job Stress.

Along with the above, Researchers also tried to quench their quest by collecting factors that impact the Job Satisfaction and Job Stress. Following research questions were thought of by the researchers in this regard:

RQ3: What Factors made respondents to choose ratings against Job Satisfaction?

RQ4: What Factors made respondents to choose ratings against Job Stress?

**Population:**

Gujrath and Maharashtra are ranked as number 2 and 3 states in terms of number of industries and individuals engaged; employees working in the states of Gujrath and Maharashtra were considered as the Population.

The total population size is 41,06,998 as per the below data referred.

**Table 1: State-wise number of Factories and Persons engaged**

#	States	Factories	Total Persons Engaged
2	Gujarat	28479	2068743
3	Maharashtra	25610	2038255

(Source: Annual Survey of Industries 2019-20 by Ministry of Statistics)

**Sampling:**

Due to time constraint, it is not possible to collect data from the entire population, hence non-probabilistic sampling techniques like Convenient sampling and snow ball sampling methods were used to collect the primary data.

**Data Collection:**

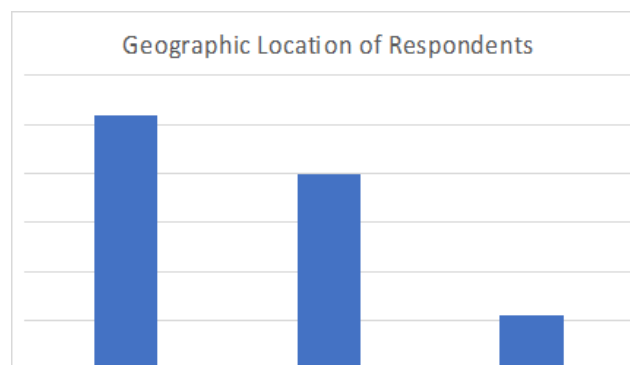
Based on the research questions framed, researchers made use of Google forms as a tool to distribute the survey questionnaire with the respondents.

**4.0 Data Analysis and Discussions:**

Researchers were able to collect primary data of around 135 samples using an online questionnaire which was distributed to the respondents using Google form tools out of which 103 responses were considered valid for detail analysis. The researchers have summarised the received data in the next few paragraphs:

**4.1 Demographics:**

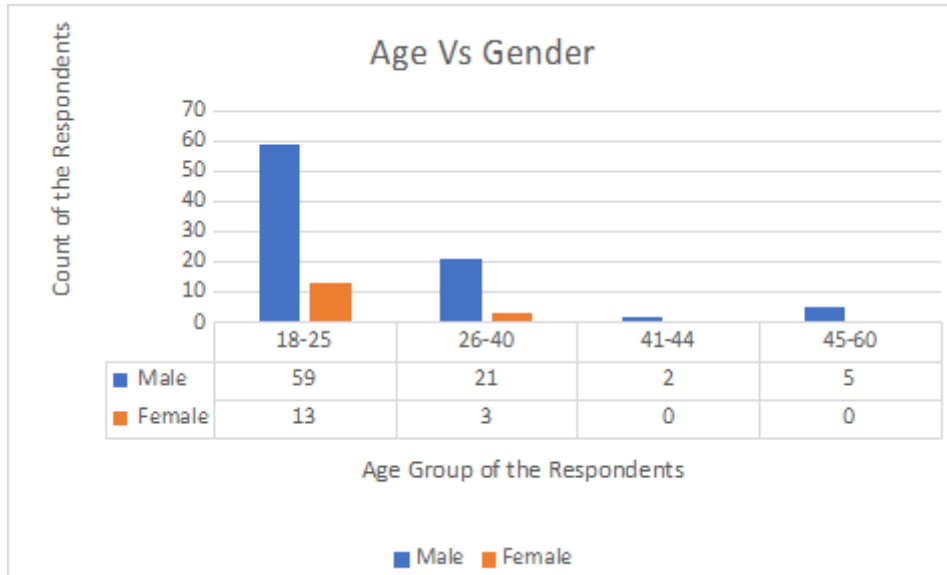
**4.1.1 Geographic Location:** The researchers used the convenient and snowball sampling method to select sample respondents. The bar graph below depicts the Geographic Location where the respondents are based out for the job/work.



**Graph 1: Geographic Location of Respondents**

It can be seen from Graph 1 that the Researchers focused on collecting primary data from the major States of Gujrath and Maharashtra situated in the western part of India. It must be noted that Gujrath and Maharashtra state ranks 2<sup>nd</sup> and 3<sup>rd</sup> respectively in terms of number of industries / Factories in India. (Source: Annual Survey of Industries 2019-20 by Ministry of Statistics).

**4.1.2 Gender and Age:**



**Graph 2: Age Vs Gender distribution of Respondents**

Graph 2 represents the Age vs Gender distribution of the Respondents. Following can be derived from the above graph:

- (a) Majority of the respondents are in the age group of 18-25 years (70%).
- (b) Majority of the respondents are Male (85%)

**4.2 Job Stress Vs Job Satisfaction:**

Participants in the survey were requested to respond to following questions in the online questionnaire:

- a. On a scale of 1 to 5, how stressed do you feel in your current job? 1 indicates not stressed while 5 means utterly stressed.
- b. On scale of 1 - 5 how much you are satisfied with your job? 1 indicates Highly Dissatisfied while 5 represents highly satisfied

For the purpose of data analysis for the research paper, Researchers have assigned below values to the response provided by the participants:

**Job Satisfaction:**

**Table 2: Response – Value Mapping for Job Satisfaction**

Are You Satisfied in Job?	
Response	Value Assigned
1	No
2	No
3	Neutral
4	Yes

5	Yes
---	-----

Job Stress:

**Table 3: Response – Value Mapping for Job Stress**

Are You Stressed in Job?	
Response	Value Assigned
1	No
2	No
3	Neutral
4	Yes
5	Yes

Out of the 103 Responses received, the relationship between the Job Satisfaction and Job Stress among employees can be depicted as per below table:

**Table 4: Relationship between Job Stress and Job Satisfaction**

Job Stress	Yes	No	Neutral
Job Satisfaction			
Yes	15	18	27
No	2	5	2
Neutral	12	6	16

Table 4 shows a distinctive relationship between the Job Satisfaction and Job Stress among the employees. It can be observed that out of 60 respondents who are satisfied with the job, 45 of them are either neutral or do not have a Job Stress. Researchers hence concluded that among the respondents who are Satisfied with the Job, only 15% employees are stressed at the Job.

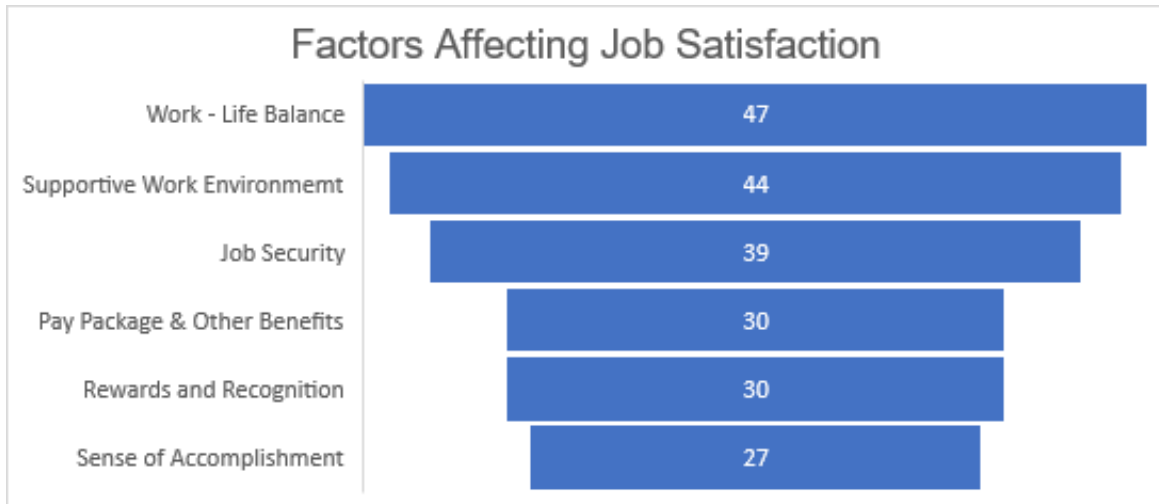
It is also seen that among 34 respondents who are neutral with regards to job satisfied, only 6 of them are Job Stressed. Researchers hence concluded that among the respondents who are neutrally Satisfied with the Job, only 17% employees are stressed at the Job.

In a striking observation among 9 respondents who are dissatisfied with their job, 5 of the respondents are not Job Stressed. Hence researchers noted that among the respondents who are not satisfied in the Job, 55% of them are also not Job Stressed.

**4.3 Factors affecting Job Satisfaction and Job Stress:**

The survey also tried to understand the factors that result into low/high Job Satisfaction and Job Stress. Following graph showcases the overview of the responses received from the participants:

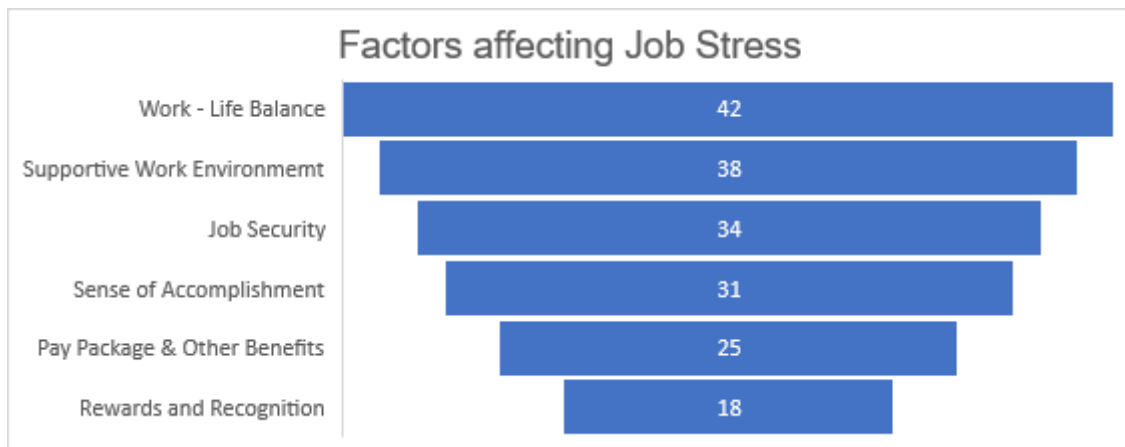
Job Satisfaction:



**Graph 3: Factors affecting Job Satisfaction**

Graph 3 above showcases the factors that impact the Job Satisfaction level of the employee. It can be derived from the above graph that Work-Life balance is top factors that affects the Job Satisfaction level of the employee. Good Work-Life Balance will result in Job Satisfaction for the employee while no/ imbalance in Work-Life will result in low Job Satisfaction.

Job Stress:



**Graph 4 – Factors affecting Job Stress**

Graph 4 above showcases the top factors that results affects employees with respect to Job Stress. It must be noted that Work – Life Balance is the top factor as per the responses received through the survey. It must be noted that these factors affect the employee in both positive and negative way – for example, if there is bad work-life balance then employee will be highly stressed while in case of vice-versa employee will have no Job Stress.

It must be noted that Graph 3 and 4 shows similar trend for both Job Satisfaction and Job Stress; with top 3 factors remain same in each case.

### CONCLUSION AND FUTURE SCOPE

Primary data collected from the respondents and the literature review conducted by the researcher points out that there is the indirect relation between the Job Satisfaction and Job Stress. More the Job Satisfaction, less is the Job Stress and vice – versa. From the factors affecting the Job Stress and Job Satisfaction, Organisations should ensure to maintain Work-Life balance, Supportive work environment along with Employee Job Security. This will ensure low Job Stress and more Job Satisfaction among the employees. More the Job Satisfaction, more is the productivity of the employee. This Research Paper being time bound, Researchers suggest further research on the subject.

- a. Current research was carried out at companies based out in major western states of Maharashtra and Gujrath. This can be extended to other parts / states of India.

- b. Focus of the research paper was majorly on entry level /mid – level employees were considered for the study. The research can be extended to the top-management employees.
- c. Detailed research can be conducted by the fellow researchers exclusively on the factors impacting Job Satisfaction and Job Stress. In this research paper, researchers have just tried to throw light on the top few factors impacting Job Satisfaction and Job Stress.

#### **REFERENCES**

1. Al-Tit, A A., & Suifan, T. (2015, August 27). The Mediating Role of Job Characteristics in the Relationship between Organizational Commitment and Job Satisfaction. Canadian Center of Science and Education, 10(9). <https://doi.org/10.5539/ijbm.v10n9p215>
2. Gillespie, N., Walsh, M., Winefield, A H., Dua, J., & Stough, C. (2001, January 1). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress. Taylor & Francis, 15(1), 53-72. <https://doi.org/10.1080/026783701117944>
3. Gupta, B., & Tyagi, A. (2009, January 1). Employees' perception of workplace stressors and their attitude towards work and organisation: a study of Indian managers. , 2(6), 686-686. <https://doi.org/10.1504/ijicbm.2009.027184>
4. Javed, M., Balouch, R., & Hassan, F. (2014, May 7). Determinants of Job Satisfaction and its impact on Employee performance and turnover intentions. , 4(2). <https://doi.org/10.5296/ijld.v4i2.6094>
5. Kaur, P. (2020, September 1). Role Stress and Affective Commitment: Mediator Analysis of Employee Satisfaction. SAGE Publishing, 24(4), 471-480. <https://doi.org/10.1177/0972262920942673>
6. Nakao, M. (2010, January 1). Work-related stress and psychosomatic medicine. BioMed Central, 4(1), 4-4. <https://doi.org/10.1186/1751-0759-4-4>
7. Raya, R P., & Panneerselvam, S. (2013, January 1). The healthy organization construct: A review and research agenda. Medknow, 17(3), 89-89. <https://doi.org/10.4103/0019-5278.130835>
8. Rehman, S U., Shahzad, M., Farooq, M S., & Javaid, M U. (2020, March 1). Impact of leadership behavior of a project manager on his/her subordinate's job-attitudes and job-outcomes. Elsevier BV, 25(1), 38-47. <https://doi.org/10.1016/j.apmr.v.2019.06.004>
9. Sharma\*, S C., & Gupta, R. (2020, March 30). Job Satisfaction: Difference in Levels among Selected Industries. , 8(6), 5698-5703. <https://doi.org/10.35940/ijrte.f7994.038620>
10. Kane, S V. & Pathak, P J & Bilollikar, V (2023, September). Agile Project Management awareness status of final year students of engineering graduation programme at Mumbai University. Korea review of international studies, Vol 16 (Issue 50), 40-49, 1226-4741 Annual Survey of Industries 2019-20 by Ministry of Statistics