

Impact of Work-Life Balance on Employee Satisfaction in Kolkata Hospitality Industry: An SEM-Based HR Perspective

Manas Roy ¹

Research Scholar, School of Commerce and Management, Department of Management,
YBN University, Ranchi.

Prof. Dr. Anil Prasad Yadav ²

HOD, Business Management, Department of Management, YBN University, Ranchi.

ABSTRACT

Work-life balance has become an essential factor in determining employee satisfaction, especially in the hospitality industry where employees face long working hours, irregular shifts, and high job demands. This study examines the relationship between work-life balance and employee satisfaction in the hospitality sector of Kolkata from a human resource perspective. It focuses on how factors such as workload, shift patterns, managerial support, and organizational policies influence employees' ability to balance their professional and personal lives. The study highlights that a healthy work-life balance significantly enhances employee satisfaction, motivation, and productivity, while poor balance leads to stress, burnout, and increased turnover. HR practices such as flexible scheduling, employee wellness programs, and supportive leadership play a crucial role in improving this balance. The findings suggest that organizations that prioritize employee well-being are more likely to achieve higher performance and retention. The study emphasizes the importance of integrating work-life balance into HR strategies to create a sustainable and employee-friendly work environment in the hospitality industry.

Keywords: Work-Life Balance, Employee Satisfaction, Hospitality Industry, Human Resource Management.

1. Introduction

Work-life balance has emerged as a crucial aspect of human resource management, particularly in the hospitality industry, where employees often face long working hours, irregular shifts, and high job demands. Maintaining a balance between professional responsibilities and personal life is essential for ensuring employee well-being, job satisfaction, and organizational efficiency. In service-oriented sectors like hospitality, employees are required to deliver consistent customer satisfaction, which can become challenging when personal and work commitments are not properly managed. In the context of Kolkata, a major cultural and commercial hub, the hospitality industry plays a significant role in economic development and employment generation. However, the demanding nature of hospitality jobs in the city often leads to stress, fatigue, and reduced personal

time for employees. These factors directly influence employee satisfaction, productivity, and retention rates [1]. From a human resource perspective, effective work-life balance policies such as flexible scheduling, supportive management, and wellness initiatives can significantly enhance employee satisfaction. Therefore, this study aims to examine the relationship between work-life balance and employee satisfaction in Kolkata's hospitality industry, highlighting the importance of HR practices in creating a healthy and sustainable work environment [2].

1.1 Concept of Work-Life Balance

Work-life balance refers to the state in which an individual is able to effectively manage and prioritize both professional responsibilities and personal life without excessive stress or conflict. It is the ability to maintain harmony between work demands such as job duties, deadlines, and organizational expectations—and personal needs, including family, health, leisure, and social relationships. A proper balance ensures that neither aspect of life is neglected, leading to overall well-being and satisfaction. In the modern workplace, especially in service sectors like hospitality, achieving work-life balance has become increasingly challenging due to long working hours, irregular shifts, and high-performance expectations. When employees are unable to balance their work and personal lives, it often leads to stress, burnout, fatigue, and decreased job satisfaction. On the other hand, a healthy work-life balance enhances employee motivation, productivity, and mental health. From a human resource perspective, work-life balance is not just an individual concern but an organizational responsibility. Employers play a crucial role in promoting balance through policies such as flexible work schedules, leave provisions, employee assistance programs, and supportive work environments. Thus, work-life balance is essential for both employee well-being and organizational success [3].

1.2 Importance of Work-Life Balance in HRM

Enhances Employee Satisfaction: Work-life balance plays a vital role in increasing employee satisfaction by ensuring that individuals can manage both their professional and personal responsibilities effectively. When employees feel that their organization respects their personal time and supports their life outside work, they develop a positive attitude toward their job. HR policies such as flexible schedules, paid leave, and supportive supervision contribute to this balance. Satisfied employees are more engaged, motivated, and committed to their roles. This ultimately leads to improved morale, better performance, and a healthier organizational environment, making satisfaction a key outcome of effective work-life balance practices.

Reduces Stress and Burnout: One of the major benefits of work-life balance in HRM is the reduction of stress and burnout among employees. In high-pressure work environments, continuous workload and lack of rest can lead to emotional exhaustion and mental fatigue. HR departments address this issue by implementing policies like reasonable working hours, leave benefits, and stress management programs. When employees get sufficient time to relax and manage personal responsibilities, their stress levels decrease significantly. Reduced burnout not only improves individual health but also enhances overall workplace productivity, ensuring employees remain energetic, focused, and capable of performing their duties effectively.

Improves Employee Productivity: Work-life balance directly contributes to higher employee productivity by ensuring that employees are mentally and physically fit. When individuals are not overwhelmed by work pressure and have enough time for personal life, they tend to be more focused and efficient at work. HR initiatives such as flexible working hours, remote work options, and balanced workloads help employees perform their tasks with greater accuracy and speed. A well-balanced employee can manage time better, avoid distractions, and maintain consistent performance levels. Thus, productivity improves not through increased workload, but through smarter and healthier work practices supported by HR policies.

Decreases Employee Turnover: High employee turnover is a major challenge for organizations, especially in demanding industries. Poor work-life balance is one of the key reasons employees leave their jobs. HRM can reduce turnover by implementing supportive work-life balance policies that make employees feel comfortable and valued. When employees can manage their work alongside personal commitments, they are less likely to experience dissatisfaction and consider leaving the organization. Retaining employees reduces recruitment and training costs and maintains organizational stability. Therefore, work-life balance becomes a strategic HR tool for improving retention and building a loyal workforce.

Promotes Better Physical and Mental Health: Work-life balance is essential for maintaining both physical and mental health of employees. Continuous work without adequate rest can lead to health problems such as fatigue, anxiety, and even chronic illnesses. HR plays a crucial role in promoting wellness by encouraging healthy work habits, organizing fitness programs, and providing mental health support. Employees who have time for exercise, relaxation, and social interaction are healthier and happier. This not only reduces absenteeism but also improves overall job performance. A healthy workforce is more productive, creative, and resilient, making health promotion an important aspect of HRM.

Strengthens Organizational Commitment: When organizations actively support work-life balance, employees develop a strong sense of belonging and loyalty. HR policies that respect employees' personal needs create a positive emotional connection between the employee and the organization. This strengthens organizational commitment, as employees feel appreciated and valued beyond their professional contributions. Committed employees are more likely to stay with the organization, contribute actively, and align with organizational goals. They also act as ambassadors of the company's values. Thus, work-life balance fosters trust and long-term relationships, which are essential for sustainable organizational growth.

Improves Workplace Relationships: Work-life balance contributes to healthier workplace relationships by reducing stress and improving emotional well-being. Employees who are not overburdened with work tend to communicate better, collaborate effectively, and maintain positive interactions with colleagues. HR initiatives such as balanced workloads, team-building activities, and supportive work culture promote harmony in the workplace. When employees feel relaxed and satisfied, conflicts are minimized, and teamwork is strengthened. Good workplace relationships lead to a cooperative environment, which enhances productivity and job satisfaction. Therefore, work-life balance indirectly improves organizational culture through better interpersonal dynamics.

Enhances Employer Branding: Organizations that prioritize work-life balance are perceived as employee-friendly and socially responsible. HR policies that support flexibility, well-being, and personal growth help build a strong employer brand. This attracts talented candidates who prefer organizations that value their personal life as much as their professional performance. A positive reputation in the job market gives companies a competitive advantage in recruitment. Additionally, existing employees are more likely to recommend the organization to others, further strengthening its image. Thus, work-life balance is not only beneficial internally but also enhances the organization's external reputation.

Supports Diversity and Inclusion: Work-life balance policies play an important role in promoting diversity and inclusion within the workplace. Employees from different backgrounds, such as working parents, caregivers, or individuals with special needs, require flexible work arrangements to perform effectively. HR ensures inclusivity by offering options like parental leave, flexible hours, and remote work opportunities. These policies enable diverse groups to participate equally in the workforce without facing unnecessary challenges. By supporting different life situations, organizations create an inclusive environment where everyone feels respected and valued, leading to higher engagement and better performance.

Leads to Organizational Effectiveness: Overall, work-life balance contributes significantly to organizational effectiveness by creating a stable, satisfied, and productive workforce. HRM integrates work-life balance into strategic planning to ensure long-term success. When employees are healthy, motivated, and committed, organizational goals are achieved more efficiently. Reduced absenteeism, lower turnover, improved performance, and better workplace culture all contribute to effectiveness. Work-life balance ensures that employees can sustain their performance over time without burnout. Therefore, it is not just a welfare measure but a strategic HR approach that enhances both individual and organizational success [4].

1.3 Work Culture in Hospitality Sector

The work culture in the hospitality sector is highly dynamic, customer-centric, and demanding, requiring employees to maintain professionalism, efficiency, and a positive attitude at all times. It typically involves long and irregular working hours, rotating shifts, weekend and holiday duties, and high levels of interaction with guests. Employees are expected to deliver consistent service quality, handle diverse customer needs, and manage stressful situations calmly. The fast-paced environment often leads to physical fatigue and mental pressure, especially during peak seasons. Teamwork, communication, and adaptability are essential traits in this sector, as operations depend on coordinated efforts across departments. While the industry offers opportunities for growth and skill development, the intense work demands can make maintaining work-life balance challenging for employees [5].

1.4 Link Between Work-Life Balance and Employee Satisfaction

Work-life balance and employee satisfaction are closely interconnected, as the ability to manage both professional and personal responsibilities significantly influences an employee's overall job experience. When employees achieve a healthy balance between work and personal life, they tend to feel less stressed, more motivated, and emotionally stable. This positive state of mind enhances their satisfaction with their job, as they are able to perform their duties effectively without feeling overwhelmed or exhausted.

On the other hand, poor work-life balance often leads to stress, burnout, and frustration, which negatively impact employee satisfaction. Employees who are unable to spend adequate time with their families or engage in personal activities may develop dissatisfaction, leading to reduced productivity, low morale, and even intentions to leave the organization. This is particularly evident in sectors like hospitality, where long working hours and irregular schedules are common. From an HR perspective, organizations that promote work-life balance through flexible working arrangements, fair workload distribution, and supportive management practices are more likely to have satisfied employees. Such employees are not only more committed and loyal but also contribute to better service quality and organizational performance. Thus, maintaining work-life balance is a key factor in enhancing employee satisfaction and ensuring long-term organizational success [6].

1.5 Challenges Faced by Hospitality Employees

Employees in the hospitality sector face numerous challenges due to the demanding and service-oriented nature of their work. One of the major challenges is long and irregular working hours, including night shifts, weekends, and holidays, which disrupt personal life and make it difficult to maintain work-life balance. High work pressure and the constant need to satisfy customers can lead to stress and emotional exhaustion, especially when dealing with difficult guests or peak-season workloads. Another significant challenge is job insecurity and limited career growth opportunities in some establishments, which can reduce motivation and job satisfaction. Hospitality employees also often experience physical fatigue due to continuous standing, moving, and multitasking during long shifts. Additionally, low or inconsistent wages in certain roles may create financial stress. Lack of supportive management, insufficient staffing, and poor communication can further increase workplace stress. Employees may also face issues related to work-life imbalance, leading to burnout and high turnover rates. Therefore, addressing these challenges is essential for improving employee well-being, satisfaction, and retention in the hospitality industry [7].

1.6 Significance of the study

This study is significant as it highlights the crucial role of work-life balance in influencing employee satisfaction within the hospitality industry, particularly in Kolkata. The hospitality sector is known for its demanding work environment, making it essential to understand how employees manage their professional and personal lives. By examining this relationship, the study provides valuable insights into the factors that affect employee well-being, motivation, and job satisfaction. From a human resource perspective, the findings of this study can help HR managers design effective policies and practices that promote a healthy work-life balance. These may include flexible scheduling, fair workload distribution, employee wellness programs, and supportive leadership. Such initiatives can improve employee morale, reduce stress, and enhance productivity. Moreover, the study contributes to academic research by addressing the gap in literature related to work-life balance in Kolkata's hospitality sector. It also offers practical recommendations for improving employee retention and reducing turnover. Ultimately, the study supports the development of a more sustainable and employee-friendly work environment, benefiting both individuals and organizations.

1.7 Scope of the study

The scope of this study is limited to examining the relationship between work-life balance and employee satisfaction within the hospitality industry of Kolkata. It focuses on employees working in various hospitality establishments such as hotels, restaurants, resorts, guest houses, and related service units. The study considers key factors influencing work-life balance, including working hours, shift patterns, workload, leave policies, and managerial support [8]. From an HR perspective, the research emphasizes organizational practices such as flexible scheduling, employee welfare programs, and workplace support systems that contribute to employee satisfaction. The study is confined to analysing employees' perceptions, experiences, and attitudes toward their work environment and personal life balance [9].

It does not cover other industries or geographical regions, and its findings are specific to the hospitality sector in Kolkata. Additionally, the study focuses on selected variables related to work-life balance and satisfaction, without going into broader economic or macro-level factors. Therefore, the results are applicable primarily to similar service-oriented environments and may not be generalized beyond the defined scope.

2. Related Reviews

Hafeez and Akbar (2015) had examined that socioeconomic changes, intense global competition, and demanding work culture had made it difficult for employees to balance work and family life, which had kept them under continuous pressure and had led to job dissatisfaction and imbalance between personal and professional life. The study had explained that work-life balance had been about having control over when, where, and how individuals worked, and it had improved effectiveness and satisfaction in both personal and professional domains. It had aimed to analyse the impact of work-life balance on job satisfaction among elementary school teachers, considering variables such as long working hours, work stress, job change intentions, and flexible working conditions, while job satisfaction had included salary, relationships, family time, and loyalty. A survey of 350 teachers had been conducted using a self-administered questionnaire with quota sampling, and data had been analyzed using SPSS 19 through reliability, descriptive, correlation, and regression methods. The findings had revealed that work-life balance had not significantly affected job satisfaction, possibly due to uncertain economic conditions, inflation, limited job opportunities, and weak policy implementation, and the study had concluded with recommendations for future research.

Capnary et al. (2018) had stated that human resources had been one of the most important elements in organizations, and companies had needed effective strategies to retain employees by enhancing loyalty and satisfaction through work flexibility and work-life balance, especially considering the characteristics of the millennial workforce. The study had aimed to examine the influence of flexible working arrangements on employee loyalty and satisfaction, with work-life balance as a mediating factor. It had been conducted on 121 millennial employees working in startup companies in Indonesia using convenience and snowball sampling techniques. The collected data had been analyzed using structural equation modelling. The findings had revealed that work flexibility had a

significant and positive impact on both employee loyalty and satisfaction. Furthermore, the study had shown that work-life balance had partially mediated the relationship between work flexibility and employee loyalty, but it had not mediated the relationship between work flexibility and employee satisfaction among millennial employees in startup companies.

Kasbuntoro et al. (2020) had described work-life balance as the equilibrium between an individual's work and personal life, which had been considered an important factor in enhancing job satisfaction. The study had emphasized that many organizations had implemented work-life balance programs to maintain employee quality and commitment in achieving organizational targets. It had provided evidence that work-life balance had a strong and positive relationship with job satisfaction, accounting for 50.7% influence. The findings had further indicated that an increase in work-life balance had led to a corresponding increase in job satisfaction, and statistical analysis had shown a significant effect with an F value of 6.499 and a significance value of 0.000 in the banking industry in Jakarta.

Arief et al. (2021) had analyzed the effect of quality of work life and work-life balance on job satisfaction through employee engagement. The study had reinforced that the quality of work-life variable had a positive and significant effect on job satisfaction, indicating that better perceived work-life quality had increased job satisfaction. It had also found that quality of work life had positively and significantly influenced employee engagement, leading to higher levels of engagement. Furthermore, work-life balance had shown a positive and significant effect on both job satisfaction and employee engagement, suggesting that improved balance had enhanced satisfaction as well as engagement. In addition, job satisfaction had positively and significantly affected employee engagement, meaning that higher satisfaction had resulted in greater engagement. The study had highlighted its novelty by focusing on employees of the Secretary-General of the Indonesian Ministry of Agriculture and had utilized SEM with LISREL as the analytical method.

Silaban and Margaretha (2021) had stated that millennial employees had valued flexibility in their work, and therefore work-life balance had been an important factor influencing their attitudes within organizations. The study had explained that job satisfaction had reflected employees' perceptions of how well the organization had met their expectations, and a good work-life balance had enabled employees to perform effectively at work without being burdened by personal issues. It had also highlighted that a strong work-life balance had contributed to increased employee retention, helping organizations avoid retention-related challenges. The research had aimed to examine the effect of work-life balance on job satisfaction and employee retention among millennial employees in Bandung, Indonesia. A sample of 196 employees from various sectors had been selected, and data had been analyzed using simple linear regression along with validity and reliability tests. The findings had indicated that work-life balance had influenced job satisfaction by 8.3% and employee retention by 4.4%, and the study had suggested that organizations should provide a supportive work environment and adequate facilities to enhance employee motivation.

Ogunola (2022) had emphasized that achieving a proper balance between work and other aspects of life had been essential for maintaining a positive mental state and job satisfaction. The study had aimed to examine whether quality of work-life and work-life balance had predicted employees' job satisfaction in selected banks. It had adopted a survey research design involving 100 bank employees from branches in Ijebu-Ode, Ogun State, Nigeria, who had responded to questions related to the study variables. The findings had revealed that both quality of work-life and work-life balance had significantly influenced job satisfaction ($\beta = .648, t = 8.597$) and that work-life balance alone had also shown a significant effect on job satisfaction ($\beta = .212, t = 2.849$). Furthermore, both variables had jointly influenced employees' job satisfaction. The study had recommended that organizations should improve working conditions and create a supportive physical and psychological work environment to enhance employee job satisfaction.

Santillan et al. (2023) had examined the hybrid work model by analyzing the perspectives and experiences of employees in a Quezon City-based technology company, with the aim of supporting the organization's goal of becoming a "Great Place to Work" while prioritizing employee well-being and growth. The study had surveyed 354 employees to assess the impact of the hybrid work setup on individual and team performance. The findings had revealed that 84.4% of respondents had considered the hybrid model effective in terms of job execution, teamwork, work-life balance, satisfaction, communication, and overall work experience. It had been observed that the flexibility of the hybrid model had significantly improved work-life balance and job satisfaction, while still maintaining a balance between professional responsibilities and personal well-being. The study had also highlighted the importance of effective communication in hybrid work environments, acknowledging the benefits of remote communication tools while emphasizing the continued need for face-to-face interactions and team collaboration. The research had concluded that adopting hybrid work arrangements had contributed to organizational growth, innovation, and enhanced employee satisfaction, ultimately supporting the well-being of all stakeholders.

Bocean et al. (2023) had explained that work-life balance had been based on the idea that professional and personal life had functioned as two interrelated elements that balanced each other in the overall development of an individual. The study had examined how work-life balance had influenced employee performance through satisfaction, using structural equation modelling (SEM) with partial least squares on a sample of 452 employees in Romania. The findings had revealed that both balance and imbalance between professional and personal life had significantly affected personal and professional satisfaction, which in turn had influenced employee motivation and turnover intention. It had been concluded that maintaining a proper work-life balance had led to higher satisfaction, increased motivation, improved performance, and reduced employee turnover.

Inegbedion (2024) had emphasized that work had been a crucial aspect of human life, as work experiences had influenced other life domains, and the primary purpose of work had been to acquire resources to enhance overall well-being, thereby necessitating a proper balance. Drawing from spillover theory, the study had investigated the influence of work-life balance on employee commitment, with job satisfaction acting as a mediating variable. A cross-sectional survey design had been employed to collect data from 344 employees across four universities and four

multinational companies, and path diagram analysis had been used for data analysis. The findings had revealed that family and religious life factors had exerted statistically significant negative influences on employee commitment, whereas leisure and health had shown significant positive effects. The study had contributed theoretically by highlighting the complex dimensions of work-life balance and their varied impacts on employee commitment.

Sutanto et al. (2024) had examined the impact of the COVID-19 pandemic on employees' work-life balance and had investigated its effect on employee performance through employee engagement and job satisfaction as mediating variables. The study had adopted a quantitative approach using a non-probability sampling method, and data had been collected through questionnaires from 210 respondents, of which 207 responses had been analyzed using Smart PLS. The findings had revealed that work-life balance had no significant direct effect on employee performance; however, employee engagement and job satisfaction had significantly influenced performance. Furthermore, the study had shown that work-life balance had an indirect and significant effect on employee performance through these mediating variables.

3. Key Findings from Literature

Author & Year	Objective of Study	Methodology	Key Findings
Hafeez & Akbar (2015)	To examine the impact of work-life balance on job satisfaction among teachers	Survey of 350 teachers; SPSS analysis (correlation & regression)	Work-life balance had not significantly affected job satisfaction due to economic and job-related uncertainties
Capnary et al. (2018)	To study the effect of work flexibility on loyalty and satisfaction with WLB as mediator	121 millennial employees; SEM analysis	Work flexibility had positively influenced loyalty and satisfaction; WLB had partially mediated loyalty but not satisfaction
Kasbuntoro et al. (2020)	To analyze the relationship between WLB and job satisfaction	Statistical analysis in banking sector	WLB had shown a strong positive relationship (50.7%) and significant effect on job satisfaction
Arief et al. (2021)	To examine effects of quality of work-life and WLB on job satisfaction via engagement	SEM (LISREL)	Quality of work-life and WLB had significantly improved job satisfaction and employee engagement
Silaban & Margaretha (2021)	To study WLB impact on job satisfaction and retention among millennials	196 employees; regression analysis	WLB had influenced job satisfaction (8.3%) and retention (4.4%) positively
Ogunola (2022)	To assess influence of WLB and quality of work-life on job satisfaction	Survey of 100 bank employees	Both WLB and quality of work-life had significantly influenced job satisfaction

Santillan et al. (2023)	To analyse hybrid work model impact on employees	Survey of 354 employees	Hybrid work had improved WLB, satisfaction, teamwork, and communication (84.4% positive response)
Bocean et al. (2023)	To examine WLB impact on performance through satisfaction	452 employees; SEM (PLS)	Balanced work-life had increased satisfaction, motivation, performance, and reduced turnover
Inegbedion (2024)	To analyze WLB influence on employee commitment with JS as mediator	344 employees; path analysis	Leisure and health had positively influenced commitment, while family and religion had negative effects
Sutanto et al. (2024)	To study WLB effect on performance via engagement and satisfaction	207 responses; Smart PLS	WLB had no direct effect, but indirect effect via engagement and satisfaction had been significant

4. SEM Model and Analysis

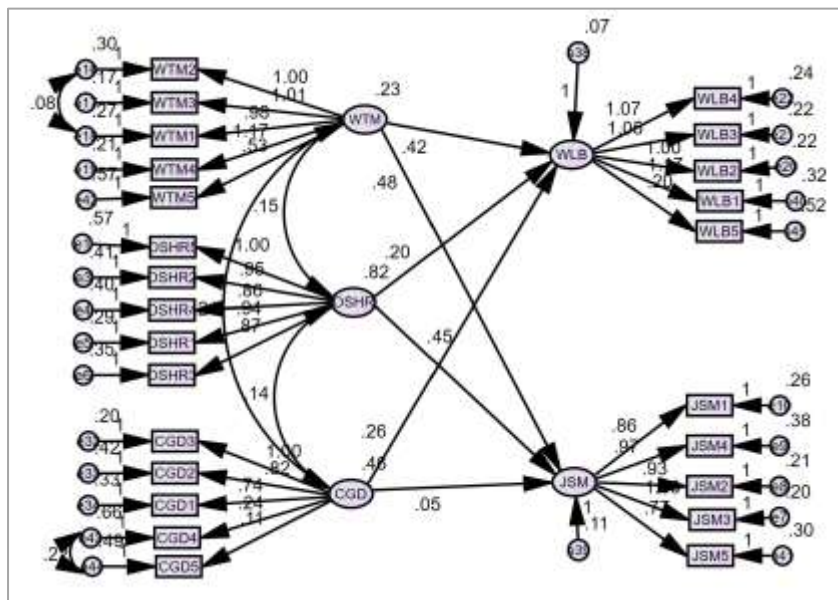


Figure: Structural Equation Model of Work-Life Balance and Employee Satisfaction in Kolkata Hospitality Industry

The Structural Equation Model illustrates the relationship between work-life balance factors and employee satisfaction in the hospitality industry of Kolkata. The results indicate that organizational support and HR policies have the strongest impact on job satisfaction ($\beta = 0.45$), followed by workload and time management ($\beta = 0.42$). This suggests that supportive HR practices and manageable workloads significantly enhance employee satisfaction. Career growth and development showed a moderate influence on work-life balance ($\beta = 0.26$) but demonstrated a weak direct effect on job satisfaction ($\beta = 0.05$), indicating that career growth contributes indirectly through improved work-life balance.



Work-life balance itself showed a small but positive impact on job satisfaction ($\beta = 0.11$), confirming its mediating role. The measurement model also demonstrated strong factor loadings for most observed variables, indicating good reliability of questionnaire items. Overall, the findings suggest that organizations in the hospitality industry should prioritize employee-friendly HR policies, flexible work schedules, and workload management strategies to improve employee satisfaction [10]. Additionally, improving career development opportunities can enhance work-life balance, which in turn contributes to higher employee motivation and retention. The model confirms that work-life balance plays an important role in enhancing job satisfaction among hospitality employees.

5. Key Findings

S. No	Finding	Interpretation
1	OSHR \rightarrow JSM (0.45)	Strongest predictor of job satisfaction
2	WTM \rightarrow JSM (0.42)	Workload significantly affects satisfaction
3	CGD \rightarrow WLB (0.26)	Career growth improves work-life balance
4	WLB \rightarrow JSM (0.11)	Work-life balance partially mediates satisfaction
5	CGD \rightarrow JSM (0.05)	Career growth weak direct impact

The structural equation model results indicate that organizational support and HR policies have the strongest influence on employee job satisfaction ($\beta = 0.45$). This suggests that supportive management, flexible HR policies, and employee-friendly practices significantly enhance employee satisfaction in the hospitality industry. Workload and time management also show a strong impact on job satisfaction ($\beta = 0.42$), indicating that manageable workloads and balanced schedules improve employee motivation and satisfaction levels. Career growth and development demonstrate a moderate positive influence on work-life balance ($\beta = 0.26$), suggesting that employees with better career opportunities experience improved balance between work and personal life. Work-life balance itself has a small but meaningful mediating effect on job satisfaction ($\beta = 0.11$). However, career growth shows a weak direct influence on job satisfaction ($\beta = 0.05$), indicating that its impact occurs mainly through improved work-life balance rather than direct satisfaction enhancement.

6. Correlations

			Estimate
OSHR	<-->	CGD	.234
WTM	<-->	CGD	.635
OSHR	<-->	WTM	.348

The correlation analysis among independent variables reveals meaningful relationships between organizational factors influencing employee satisfaction. The correlation between Workload & Time Management (WTM) and Career Growth & Development (CGD) is strong ($r = 0.635$), indicating that effective workload management supports career development opportunities in the hospitality industry. The relationship between Organizational Support & HR Policies (OSHR) and Workload & Time Management (WTM) shows a moderate correlation ($r = 0.348$), suggesting that supportive HR policies help employees manage their work schedules more effectively. Meanwhile, the correlation

between OSHR and CGD is weak but positive ($r = 0.234$), indicating that organizational support contributes to career growth, though the relationship is not very strong. These results indicate that while the independent variables are related, they remain distinct constructs. Additionally, the absence of very high correlations suggests that multicollinearity is not a concern, confirming the suitability of the model for structural equation modelling analysis.

7. Conclusion

work-life balance plays a vital role in determining employee satisfaction, particularly in the hospitality industry where job demands are high and working conditions are often challenging. The study highlights that employees who are able to maintain a proper balance between their professional responsibilities and personal life tend to be more satisfied, motivated, and committed to their organization. On the other hand, poor work-life balance leads to stress, burnout, reduced productivity, and higher turnover rates. In the context of Kolkata, the hospitality sector presents unique challenges such as long working hours, shift duties, and high customer expectations, which make work-life balance even more critical. From a human resource perspective, effective policies like flexible scheduling, supportive management, and employee wellness initiatives can significantly improve employee satisfaction. Therefore, organizations must recognize work-life balance as a strategic priority rather than just a welfare measure.

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