

Evaluating the Impact of Work-Life Balance on Performance, Well-Being, and Job Satisfaction: A Study of Higher Education Institutions in the Delhi NCR Region

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ABSTRACT:

Work-life balance plays a critical role in shaping employee performance, well-being, and job satisfaction. It is of paramount importance, not only an individual but for the employer as well because this factor contributes to employee performance, well-being, and job satisfaction. Given the high demands of both academic and administrative roles in higher education institutions, a balance between work and personal life is a must to sustain productivity and job satisfaction. Though there is a huge body of work done on work-life balance and family-supportive supervisor behaviours, the role they play in the higher education sector, specifically in this Delhi NCR region is still vague. It is expected from the management that the employees will be motivated, engaged with doing their job effectively with the help of these work-life balance strategies. When employees are able to balance work and life like one should, they are usually the ones who are happier and more productive. On the other hand, a disparity between work and personal life can cause stress, poor performance, and unhappiness. This highlights the also important position of supervisors and how their behaviour can impact employees perception and modification of work-life balance. This research seeks to provide insights into the factors that contributes to a healthier and more productive workplace by investigating the relationship between work-life balance, job satisfaction and employee performance. The significance of these dynamics is especially important in the context of institutions of higher education, where work requirements can doom life outside of work. These findings could help institutions to form policies that foster employee welfare but institutional effectiveness. The factors that impact Work-Life Balance on Performance, Well-Being, and Job Satisfaction are Workplace Culture and Environment, Personal Factors and Life Stages, Job Demands and Workload, Job Demands and Workload and Time Management Skills.

Keywords - Work-life balance, Employee performance, Job satisfaction, Higher education institutions.

Introduction

Work-life balance has an impact on employee performance, wellbeing, and job satisfaction. Demanding hours, both academic and administrative, are often expected of many higher education institutions from their staff members, compromising a healthy work-life balance. There needs to be a balance between these so that employees can continue to work productively, protect their mental health and stay content in their respective jobs. Work-life consolidation defines how employees integrate their work and personal lives and achieves efficiency and stability at the level of the

institution and workforce. According to Singh (2024), the relationship between work-life balance and work outcomes is dependent on organisational policies, workplace culture and individual coping strategies. Staff provide research, teaching and administrative services in a data, deadlines and deliverables environment in the higher education setting. Institutions are required to have policies in place that alleviate such chronic stress among employees with the academic output expectation, student engagement and institutional governance demand. Insights around work-life balance help decision-makers match performance expectations to employee wellbeing. These phenomena in the Delhi NCR region clearly outline a set of expectations on higher education institutions and employees alike, to balance workload-related pressures with career routes and personal commitments —as well as being the vehicle for socioeconomic progress. Organisations can implement different standards, governance systems and profession support mechanisms that promote chronic work conditions.

As argued further by Gaur and Tarkar (2025), various work-life balance techniques work as long as organisations offer flexibility, executive support and other employee engagement programs. Such an integrated approach, however, requires institutions to focus on work-life integration in academia by ensuring that institutional productivity is aligned with employees' ability to ensure personal responsibilities. Take, for instance, the faculty members who teach, conduct research and perform administrative duties all while managing their schedules and prioritising assignments. Administrative personnel carry out operational functions, manage student services, and safeguard institutional compliance which adds to the intricacies of workplace dynamics. Policies on flexible working, leave provision, and mental health support are defining workplace experiences and retention. Higher education institutions are striving to combat employee stress and maintain productivity, combating turnover by employing structured work-life balance policies.

Kumar (2024) As it is evident, successful implementation of these policies will rely on implementation practices, institutional culture and leadership commitment towards employee wellbeing. The supervisor's support is a significant predictor of work-life balance outcomes. Work/life balance is driven by the attitude of the management as well – proper management & corporate workplace culture empowers an employee to balance both work & life. Employee motivation and organization loyalty positively correlates with the degree to which supervisors allow work-life integration.” Work-life balance affects employees' physical and psychological health. Excessive work demands coupled with insufficient resources for the employees have resulted in stress stimulation, job burnout and job dissatisfaction. This recurring work related stress leads to health problems as well as absenteeism and low performance. Creating Work Life Balance — Organisations that focuses on work life balance tends to create an environment embedded with the support ensuring employee wellness resulting into a packaging of growth of employees. Working conditions in academia have an impact on mental health, since work expectations, job security, and opportunities for development all influence psychological well being.

When work and personal life fail to come together, frustrations, tiredness, and emotional depletion often trail employees like a shadow. For employees this kind of mental health promotion, wellness programs and institutional counselling services had a positive impact, regardless of how stressful work might be, the employee is aware of how to cope with it. It relate with work-life tension where workers not able to strike balance between professional tasks and intimate tasks. This tension is exacerbated by time, work distribution and role expectations which affect native performance and personal satisfaction in the job. Work-life balance resources of organizations help employees cope with issues and reduce the negative impact of work-life imbalance. Job satisfaction and professional fulfilment also benefit from employee assistance programmes, mentorship schemes and positive

workplaces. Aithal (2023) For students who have a good balance between work and life, which makes them satisfied in their job along with their everyday work, more energized, and engaged with institution more. Happy employees, on the other hand, contribute to organizational success, with positive effects in employee productivity, student engagement, and dynamics of workplace relationships. Retention of these talented professionals improves through supportiveworkplace environments among higher education institutions, with reduced turnover rates and fewer recruitment challenges. Work-life balance and professional development opportunities are crucial factors that influence people's job satisfaction and as a result also impact retention rates.

Future higher education institutions that refuse to meet required work-life balance will lose faculty and administrative lines to those colleges/ universities who fully support this ideal. Having development opportunities in turns leads to job satisfaction and improved work-life balance. Employees who are kept aware of growth room within their organizations are less likely to disengage. Job satisfaction through corporate training, skill development sessions and academic incentives help employees spend their life and time effectively in professional development. In all these, various higher education institutions in theDelhi NCR area have initiated to assist work-life balance. Flexible working arrangements,telecommuting options and hybrid work model allow employees more change to juggle professional and personal responsibilities. Wanting to pivot to digital platforms enables schools to recruit remote talent and reduce the amount of on-campus commitments. Employee well being encouraged mental health awareness, stress reduction initiatives, and wellness resources. Examples such as counselling sessions, assistance programs, and workshops for mindfulness are integrated to support mental health. Conducting regular checks on employee needs will help keep work-life balance strategies relevant and effective. People in management and administration roles assist to construct work culture, advocate work/lifestyle balance, and convince us to identify each other.

Literature review

The balance of life and work greatly influences the performance of the employees, their well-being, job satisfaction and quality of work. In higher education institutions, staff who are employed in such capacities as teaching or administration can never leave their job at standard working times nor can they easily separate their private lives from this demanding professional sphere. Delhi NCR is a vibrant milieu for higher education, where faculty members, administrative professionals and researchers juggle heavy workloads with the need to advance their careers and personal responsibilities on one hand or another. When educators take a leadership approach such as team building that serves the cause of humanity, being clear about your own purpose in life and offering opportunities for personal growth, they find that of life in general benefits as well as their professional work. Spiritual leadership creates a climate in the organization which encourages individuals to understand their own values and to apply them in their existing work situation. This mode of leading also promotes a shared purpose thus stimulates job satisfaction, motivation levels and a healthier work/life balance.

Educators practicing spiritual leadership report lower levels of stress, better mental health and higher job commitment. The solution that presented itself was spiritual leadership. It fills the gap in traditional leadership philosophy focused on organization and directs ally membered organization primarily by its personal fulfilment, ethical responsibility and helping people be harmonious at work. Educational leaders could practice spiritual leadership in their institutions to improve staff retention, job satisfaction and overall wellbeing. Flexible work arrangements have allowed faculty and administrative staff to juggle their professional duties with their personal life, as noted by Bhatia and

Mohsin (2023). Policies that are family-friendly, like parental leave programmes and childcare support, create a more balanced working environment.

Organisations which kick off such initiatives achieve higher employee satisfaction and retention. In addition, Organising environmental sustainability programmes positively affects workplace culture and job satisfaction. Workers at sustainable companies are more engaged and motivated, as companies become more focused on eco-friendly and socially-responsible work environments. According to Arora et al. (2024) unveil differences in work-life dynamics and job satisfaction based on gender and income. While remote work is good for all employees, women and lower-income employees are having the hardest time from a work-life perspective, creating an obvious opportunity for a policy solution. Extreme inequalities fulminating through a society that fly and dive behind segregated atmospheres we can reinforce by implementing inclusive policies and enhancing mental health (MH) support can all increase workplace satisfaction.

Stress management has a positive effect on job stress, mental health and life satisfaction by Arora, Kumar, Kansal (2024) Proper and effective ways of coping with stress is abundant in motivation, confidence, productivity, etc., while job related work-life balance strategies help an organisation to access a structured manner of routine to balance job necessities along with personal health. Exercise, a healthy diet, enough sleep and social interaction can mitigate stress and improve workplace performance — so prioritize those, the study advises. Women who work in higher education institutions, navigate different roles juggling between career aspirations and family responsibilities. It requires thoughtful planning, time management and emotional power to play both sides. Policies that support work-life balance for women in higher education—such as parental leave, flexible hours, and access to mental health programs—are crucial for allowing them to realize job satisfaction and relieve work-related stressors. Organizations that implement such measures are found to have better retention, engagement and job satisfaction of employees in general. The study also cumulates key strategies for achieving a sustainable work-life balance, as discovered by Kumar and Patel (2019).

Work-Life Integration allows employees to draw a line between personal and work life to help avoid burnout. Basic stress management skills such as positive thinking, mindfulness and relaxation techniques further sharpen mental clarity and job effectiveness. University- and college-affiliated organizations, focusing on wellness initiatives through the workplace, are a win-win situation creating a productive, engaged, and motivated employee base. These research findings provide insights into the elements of the academic environment, especially in the institutions stated above, that can contribute to the management of stress and the work-life balance of employees. Healthy work-life balance among faculty and staff is enabled by structured and supportive work environment, the institutional success is a derivative of the happiness of individuals.

According to Sikandar and Sikandar (n.d.) The health of educators is directly linked to their job satisfaction, which may be an influential enabler for engagement, efficiency, and overall effectivity of their role. The work of faculty and academic staff in higher education institutions, especially, is demanding and inclusive of teaching, research, and administrative tasks in Delhi NCR. The job satisfaction and efficiency of the institution itself can be affected by these workers' physical and mental health and their work-life balance. One of the biggest factors of professional satisfaction is work-life balance. Teachers who manage to combine work with personal exercise report lower stress levels and increased job satisfaction. This can help prevent burnout and allow educators to continue to be motivated, active, and productive as they move through their careers while maintaining a healthy work-life balance. This, in turn, encourages a healthier workplace for themselves — institutions can

further sustainable workplace practices by implementing flexible work schedules, mental health initiatives, or workload management initiatives.

Teachers who believe their institutions provide better resources and institutional responses have better attention and stress management and development skills. Supportive workplace culture, highlighted as one of teacher leadership's most positive influences on peer collaboration can strengthen educators' coping strategies with a combination of external support and internal belief. Faculties become increasingly inspired, involved and useful in the classroom, yielding extraordinary results for educators and students alike. On the contrary, a bad work-life balance will drain energy, motivation, and productivity. In higher education, it is all the more critical that professional development be shown to be an instrument of job satisfaction (and thus institutional sustainability). Trained teachers provide confidence and self-motivation by upgrading their skills and researching the subjects they teach. Educators learn continuously through workshops, training programs, and academic partnerships (Agarwal, 2021).

This leads to personal growth and satisfaction with your overall career journey in the long run. Such institutions encourage innovation and excellence in their faculty to enhance employee morale as well as the quality of education they provide. Work-life balance policies play a role in ensuring employee wellbeing in universities, as well as contributing to a more positive and healthy university workplace. Stress management programs, wellness programs, and academic incentives have contributed mostly experts to professors feeling fulfilled. Delhi NCR universities have to recognize the need for balancing work and life to ensure educator performance is not compromised. Enhancing workload distribution, supportive policies, and opportunities for professional and personal growth are central to increasing job satisfaction, which positively impacts institutional performance.

This, in turn, translates into a ripple effect for educators and students alike, as universities invest in faculty well-being and consequently create an inspired and high-performing academic workforce." Women are forced to balance work and life more than their counterparts (Jain and Jain, 2023) because of family responsibilities and caregiving. The research also indicates that female respondents show lower professional resilience because their career paths are often more dictated by household responsibilities and societal norms. In contrast, male respondents have more control over anger in the workplace and also greater distance from all of the hassling in the workplace. But due to chronic exposure to work-related stress and work-life imbalance, they are more prone to health-related problems. The employee's mental health, morale and productivity is affected by the workplace culture of the HEIs. The results highlight the need for gender-sensitive work-life balance policies, stress management initiatives, and wellness programs to address employees' specific challenges. From flexible work arrangements to mental health support to equal advancement opportunities for all genders, organisations can pave the way for a fair and equitable workplace. Engagement and productivity has improved along with academic job satisfaction due to this enhanced commitment to employee well-being.

Teachers often follow a set pattern of teaching, as Vasumathi, Mary, and Subashini (2015) put it. A blanket application of established teachingIV direct teachers from being able to fully respond to different learning needs, engage with trifles of pedagogy or to engage in meaningful professional development. Over time, such constraints kill motivation, leading to disengagement, frustrating job satisfaction and academic outcomes. The discussions tend to culminate with a realization about the importance of how we teach, and how an environment that restricts ownership over practices also limits higher education as a whole. Kashyap, Joseph & Deshmukh (2016) states that long

duration work deprivation is a potentially detrimental experience that results in a negative cognitive outlook. As the teaching profession will become more boring with time, and less getting involved in the work-life which will eventually lead to a lower teacher investment and thus directly reflect in student engagement and learning. Moreover, high administrative obligations, bureaucratic hurdles, and excessive paperwork limits teachers focus on what matters. According to Nigam (n.d.) In response to these challenges, institutions need to foster a more resilient and dynamic work environmental. Workplace happiness can be driven by autonomy, bureaucratic load reduction, and space for pedagogical wow. Another thing that institutions need to come to the realisation of, is that the satisfaction of teachers directly correlates with the learning and academic performance of students. The Teaching and learning enterprise The transition from compliance-based thinking to a more fluid, adaptive, growth-oriented view of the Teaching and learning enterprise will enable higher ed institutions to the emerging generation to potentially generate a sustainable and effective way of applied the structured data behind the teaching.

Objective

To study the factors affecting Work-Life Balance on Performance, Well-Being, and Job Satisfaction.

Methodology

A sample of 233 participants were collected from students of different colleges. The method of sampling was “Random sampling” for collection of data and examination was done by “Explanatory Factor Analysis” for results.

Findings

The table demonstrates demographic details, it shows that 51.50% are Male, 48.50% are female. Looking at the age, 29.61% are between 22 to 25 years of age, 39.91% are between 25 to 28 years of age, and 30.48% are above 28 years of age. With regards to Type of College, 33.05% are from Government College, 35.62% are from Private College, and 31.33% are from Professional Institute.

Participant's Details

Variables	Participants	Percentage
Gender		
Male	120	51.50%
Female	113	48.50%
Total	233	100
Ages in years		
22 to 25	69	29.61%
25 to 28	93	39.91%

Above 28	71	30.48%
Total	233	100
Type of College		
Government College	77	33.05%
Private College	83	35.62%
Professional Institute	73	31.33%
Total	233	100

“Factor Analysis”**“KMO and Bartlett's Test”**

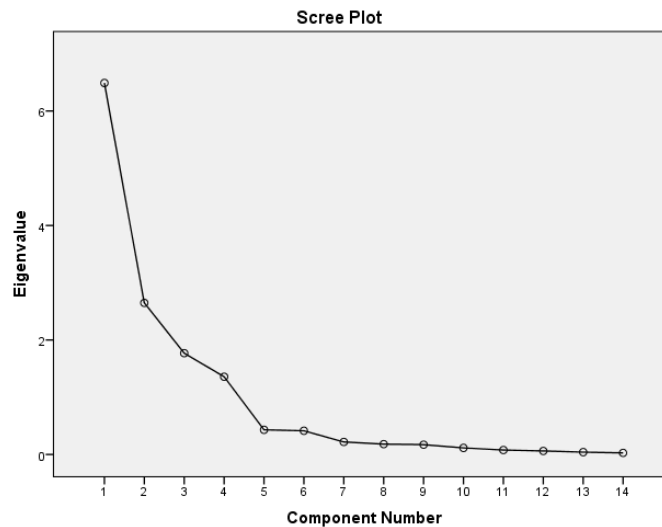
“Kaiser-Meyer-Olkin Measure of Sampling Adequacy”		.766
“Bartlett's Test of Sphericity”	“Approx. Chi-Square”	3926.593
	df	91
	Significance	.000

“KMO and Bartlett's Test”, value of KMO is .766

“Total Variance Explained”

“Component”	“Initial Eigenvalues”			“Rotation Sums of Squared Loadings”		
	“Total”	“% Of Variance”	“Cumulative %”	“Total”	“% Of Variance”	“Cumulative %”
1.	6.489	46.349	46.349	3.769	26.920	26.920
2.	2.648	18.912	65.261	3.690	26.356	53.275
3.	1.769	12.634	77.895	2.529	18.065	71.340
4.	1.358	9.703	87.598	2.276	16.257	87.598
5.	.431	3.075	90.673			
6.	.414	2.958	93.631			
7.	.219	1.561	95.192			
8.	.180	1.287	96.480			
9.	.172	1.227	97.707			
10.	.115	.820	98.527			
11.	.077	.553	99.080			
12.	.062	.440	99.520			
13.	.040	.288	99.808			
14.	.027	.192	100.000			

The four factors contribute towards explaining total 87.598% of variance. Variance that is explained by Workplace Culture and Environment is 26.920%, Personal Factors and Life Stages is 26.356%, Job Demands and Workload is 18.065%, and Time Management Skills is 16.257%.



Scree Plot

“Rotated Component Matrix”

S. No.	Statements	Factor Loading	Factor Reliability
	Workplace Culture and Environment		.955
1.	Managers who encourage a healthy work-life balance, set realistic expectations, and provide flexibility	.941	
2.	Work-life balance, employees tend to have higher job satisfaction and overall well-being	.885	
3.	Companies offering flexible work schedules, remote working options support work-life balance	.861	
4.	Organizations with strong policies aimed to have higher employee retention and job satisfaction	.847	
	Personal Factors and Life Stages		.965
1.	Employees with care-giving duties, may struggle with balancing work and personal life	.960	
2.	Employers offering family-friendly policies support employees in maintaining a healthier balance	.908	
3.	Personal values and life goals play a significant role in work-life balance	.899	

4.	Personal health issues, physical or mental, can also affect the ability to maintain work-life balance	.881	
	Job Demands and Workload		.883
1.	Excessive work hours, tight deadlines, and high expectations contribute to poor work-life balance	.914	
2.	Constantly overwhelmed by work tasks, leads to fatigue, reduced performance, lower job satisfaction	.831	
3.	Little control over their tasks, schedules, or work methods may experience higher stress levels	.821	
	Time Management Skills		.818
1.	Strong time management skills are often better at balancing work and personal responsibilities	.927	
2.	Prioritize tasks, delegate when necessary, and set boundaries can greatly improve work-life balance	.925	
3.	Poor time management skills can lead to stress, missed deadlines, and inadequate time for personal life	.613	

Factors of the study and its related variables

The first factor of the study is Workplace Culture and Environment, its variables include Managers who encourage a healthy work-life balance, set realistic expectations, and provide flexibility, Work-life balance, employees tend to have higher job satisfaction and overall well-being, Companies offering flexible work schedules, remote working options support work-life balance, and Organizations with strong policies aimed to have higher employee retention and job satisfaction. Personal Factors and Life Stages is second factor, its variables are Employees with care-giving duties, may struggle with balancing work and personal life, Employers offering family-friendly policies support employees in maintaining a healthier balance, Personal values and life goals play a significant role in work-life balance, and Personal health issues, physical or mental, can also affect the ability to maintain work-life balance. Third factor is Job Demands and Workload, it includes variables like Excessive work hours, tight deadlines, and high expectations contribute to poor work-life balance, Constantly overwhelmed by work tasks, leads to fatigue, reduced performance, lower job satisfaction, Little control over their tasks, schedules, or work methods may experience higher stress levels. Last and fourth factor is Time Management Skills its variables are Strong time management skills are often better at balancing work and personal responsibilities, Prioritize tasks, delegate when necessary, and set boundaries can greatly improve work-life balance, and Poor time management skills can lead to stress, missed deadlines, and inadequate time for personal life.

“Reliability Statistics”

“Cronbach's Alpha”	“Number of Items”
.900	14

Total reliability of 14 items that includes variables for factors affecting Work-Life Balance on Performance, Well-Being, and Job Satisfaction 0.900.

Conclusion

Higher education institutions in Delhi NCR need to promote and implement work-life balance to improve employee job performance, well-being, and job satisfaction. The academic and administrative staff are often required to undertake a workload that is beyond the normal working day and hence need institutional support. The importance of work-life balance strategies, such as flexible work arrangements, mental health initiatives, and supervisor support, in the engagement and motivation of employees. Structured policies at the workplace level create the employee retention effect, reduce burnout, and increase productivity. Work-Life Balance: We Show Each Other This In Action Leadership commitment to work-life balance can increase the efficiency of the institution and boost staff morale. Such a balanced approach allows employees to fulfill their professional and personal obligations, both at the same time and while remaining productive. A lack of work-life balance is driving people away from institutions. Policies maintained by regular assessment provide continued effectiveness. Creating a workplace ethos where their employees feel supported contributes to the satisfaction of staff as well as the wider success of an organisation. The factors that impact Work-Life Balance on Performance, Well-Being, and Job Satisfaction are Workplace Culture and Environment, Personal Factors and Life Stages, Job Demands and Workload, Job Demands and Workload and Time Management Skills.

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