

## The Moderating Effect of Work-Life Balance on Job Satisfaction

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**Abstract:** In emerging cultures, job satisfaction and work-life balance are ongoing factors in gaining the ultimate competitive advantage for organizations. Work-life balance is a core ingredient for job satisfaction and for quality work performance, and employees need to have a sense of commitment to their jobs. The study attempts to determine the extent to which work-life balance has a moderating effect on job satisfaction in a call centre organization. The approach for the study was quantitative, and a self-developed questionnaire was the research instrument. The sample was 107 employees and, both descriptive and inferential statistics were utilized. A probability random sampling technique was chosen. As evidenced in the study, room for improvement was required with both job satisfaction and work-life balance and; the validity and reliability for the study were high. The hypothesis for the study was partially accepted. In addition to a significant relationship that exists between the main constructs, work-life balance does have a moderating effect on job satisfaction. The results and recommendations provide anecdotal evidence to call centre managers and policy makers to reach new levels of operations in order to meet their strategic intent and goal attainment.

**Keywords:** *Job satisfaction, workforce, work-life balance, flexible work arrangements, employee performance*

### 1. Introduction

Competitive challenges and the convergence of trends forces organizations to review their daily practices spelling the need for quality leadership with strategic intentions to map out processes to accommodate employee needs for performance, productivity and end results. Belcourt and McBey (2016) asserts that environmental scanning is the monitoring of factors that influence the organization to identify factors that may affect organizational and HR strategies. Globally, competitive organizations need to emerge as this is the terrain of the knowledge worker equipped to outperform their competitors. In line with this, job satisfaction and work-life balance needs integration to create a balance for a harmonious environment in the domains of work and home life and, to be aligned with the company's vision and mission statement. Job satisfaction has become the pillar on which employee performance is hinged (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017). It is also worker attitude toward job, including rewards and, organizational and physical characteristics of the environment where work is performed (Leap & Crino, 1993 cited in Bakotic & Babic, 2013). Job satisfaction is an affective or emotional response towards many areas of an employee's work (Schermerhorn, 1993 cited in Bakotic & Babic, 2013). The feelings of people toward their job are partially feelings that they have for life as job satisfaction increases life satisfaction (Nabavi & Shahryari, 2012). Job satisfaction has been approached by some researchers from the perspective of need fulfilment, which is based on Maslow's theory (Worf, 1970 cited in Bakotic & Babic, 2013). Remuneration, career advancement, colleagues, and managers' support, amongst others play an important role in obtaining employee job satisfaction (Hasan & Teng, 2017). Additionally, factors such as, lower convenience costs, higher organizational and social and intrinsic reward increases job satisfaction (Mulinge and Mullier, 1998, cited in Babotic & Babi, 2013) Evidently, absenteeism, stress and burnout affect productivity, compelling continuous workplace improvements for the avoidance of any form of hindrance with productivity. The aim is for job satisfaction to supersede job dissatisfaction. For employees, critical factors such as co-worker relationship, management support, and the embeddedness of job rotation and job enrichment are needed in the workplace. Satisfied employees work with more effort and are likely to remain with the organisation.

Furthermore, work demands intensifies daily, compelling drastic actions to be taken, including the need to balance work demands and employees' personal roles. Work-family conflict surfaces due to work demands which infringes on a person's home activities and personal life. Responsibility is with both work activities and family obligations. Work life balance outlines the ability to satisfy three basic domains of life which relates to work, family and personal lives (Delecta, 2011 cited in Sathya Dev, 2017). According to Hasan and Teng (2017), people are exposed to the idea of work-life balance for the achievement of total satisfaction in life, in addition to being happy or performing well at work. At times the responsibility of work, family demands and

caregiving becomes overwhelming which affects employee well-being. Working women have the responsibility of family obligations and yet attend to work responsibilities. Numerous studies emphasize the balance of a person's level of work and private life (Fisher, Bulger & Smith, 2009) and; the business value of work-life balance spells great advantages and organisational outcomes. During the 1980s and 1990s, female liberation and the number of childcare facilities increased (Van Gils & Kraaykamp, 2008) provoking women to participate in the workforce and the increased number of working couples are evident today (Nomaguchi, Milkie & Bianchi, 2005), also due to employees' financial implications. Companies that invest in work-life balance indicate lower employee turnover (Mayberry, 2006 cited in Downes & Koekemoer, 2011). This intervention from work to home exists and is ongoing. Managing work-life balance, a managerial strategy ensures improvement and employee performance (Lasch, 1999 cited in Sathya Dev, 2017). Lazar (2010) emphasizes that employees who manage their work and personal life roles effectively are motivated to give optimal work performance. Work-life strategy has the potential to align corporate and individual goals for a win-win scenario by addressing the business needs of the company and the individual's needs (Akhtar & Azeem, 2014). Although a cost-factor is involved with programmes, today's organizations are aware of the long term benefits. Nayak & Patra (2013) indicate that there are factors other than wages that improve employee performance, that is, non-monetary. Kersley, Alpin, Forth, Bryson, Bewley, Dix and Oxenbridge (2005) emphasize that work-life balance does not have full integration in major corporate environments because of the continuous changing business dynamics. On the contrary, it has a major concern for those organizations that consider their human resources who steer the company in the right direction.

Human resource departments should promote policies, hence incorporating corporate social responsibility, employee well-being and work-life balance (Bell, Rajendran & Theiler, 2012 cited in Tasnim, Hoosain & Enam, 2017). The current study attempts to investigate the impact of work-life balance on job satisfaction. Several studies have explored job satisfaction and work-life balance, including the demand by employees for work-life balance (Hasan & Teng, 2017); whereas other authors have shown a projection of the positive evidence of the relationship between work-life balance and job satisfaction (Ramadevi & Nagini, 2014 cited in Hasan & Teng, 2017). Often, organisations do not want to relinquish their control but in the long-term flexible work arrangements and EAPs, amongst others would result in attaining job satisfaction. Furthermore, a positive relationship between work-life balance and job satisfaction exists (Ramadevi & Nagini, 2014 cited in Hasan & Teng, 2017). The study is important for several reasons. Firstly, the key constructs of work-life balance and job satisfaction applies to both males and females at any time in their career paths. Secondly, an employee's quality of life and productivity at work has a profound effect when organizations attempt to maximise employee potential and their productivity levels for organizational outputs. Lastly, work-life balance and job satisfaction has been explored mostly in the educational sector and in the business context whereas the current study focused on a call centre organization. The study explores the constructs of supervisory support, work itself, working conditions, promotions and pay for job satisfaction; followed by work flexibility, work-family conflict, management support, child and elderly care and employee assistance programmes for work-life balance.

## 2. Literature Review

**Supervisory support:** According to Therkelsen and Fiebick (2003), supervisors are the linchpins of employee relations and, employee loyalty is with the immediate supervisor. In the same vein, Rose and Wright (2005) highlight that employee commitment and loyalty is dependent on good leadership, communication, recognition and training. Supervisors are also the link between call centre agents and upper level management (Rose & Wright, 2005). Supervisory support influences the levels of employees' job satisfaction which includes trust and; their care includes employee involvement in decision making and, the resultant effect is experience of higher levels of job satisfaction (Luddy, 2005). In their studies, Ko, Hur & Smith-Walter found that obtaining support from supervisor and dependent care program of the organisation and the flexibility of scheduling indicated a positive and high relationship with job satisfaction.

**Work itself:** Job satisfaction is dependent on employee satisfaction obtained from the job component (Luddy, 2005). Work itself is employees' tasks and duties as work provides opportunities for learning and growth; and job satisfaction may be evident if the work is stimulating and requires skill and capabilities (Robbins, Odendaal, & Roodt, 2003). Luddy (2005) opines that employees prefer work duties that are mentally and

physically stimulating. Further emphasis by Robbins et al. (2003) is that simple work may lead to boredom and frustration, thus leading to low levels of job satisfaction.

**Working conditions:** Atambo, Enock and Nyamwamu (2013) are of the view that working conditions relate to two way communications, employee involvement in organisational goals, career development opportunities and teamwork, amongst others, including safe working conditions, free from danger. The humidity, noise, temperature, fatigue and shift work, amongst others are factors of concern. The working environment influences the employees' level of satisfaction and motivation. Social, organizational and physical factors are impetus for task and activity which then impacts worker performance (Strong, Jeanneret, McPhail & Bleckley, 1999 cited in Agbozo, Owusu, Hoedoafia, & Atakorah, 2017). A good workplace is checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of these conditions makes the workplace the best possible working conditions for employees to work with high level of satisfaction (Agbozo, Owusu, Hoedoafia, & Atakorah, 2017).

**Promotions:** Promotions lead to responsibility, rank and a compensation package with improvement, hence increasing job satisfaction (Danish, Malik & Munir, 2012). With incentives, employees exert greater effort (Artz, 2008) and; promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself (McCausland, Pouliakas & Theodossiou, 2005). Otherwise, organisations would simply use pay increases to reward effort and productivity. Promotions, associated with a sense of accomplishment influences job satisfaction (McCausland et al., 2005). With a significant change in compensation, promotions and benefits, there is worker satisfaction and productivity is increased (Mohamed, 2005 cited in Agbozo, Owusu, Hoedoafia, & Atakorah, 2017).

**Pay:** Many organizational managers are of the view that salaries and financial benefits increases job satisfaction. The fairness of pay structures in organisations are extremely significant because employees should feel that they are being compensated for the content of the work they deliver (Artz, 2008). Employees are in agreement that salaries will increase the job satisfaction and the resultant effect is that individual performance is also increased (Al-Zoubi, 2012). Performance pay increases job satisfaction by creating a work environment that rewards hard work and effort and; a higher level of satisfaction is evident. Performance pay increases productivity and therefore job satisfaction if workers can witness this and gain pride, confidence and self-worth (Artz, 2008). According to Luddy (2005), it is difficult to indicate that pay improves job satisfaction. The wage strategy contributes to maintain the workforce viability, the realization of the vision and the mission and, including the achievement of work objectives (Umar, 2012).

**Work flexibility:** A flexible work arrangement increases job satisfaction and helps to maintain a balance between work and life (Jaoko, 2012). Flexible working hours contributes in meeting employees' jobs and family obligations (Coetzee & Schreuder, 2011). Flexible working conditions include part-time work, job sharing, flexitime, shift swapping, and flexible working locations, amongst others; and working 30 hours per week is ideal for family responsibility (Bingham, Porter & Simmonds, 2008). Workplace flexibility (schedule flexibility and location flexibility) allows workers to control and adjust their arrangements to perform work-related duties (Casey & Grzywacz, 2008). The focus of flexibility in the workplace is to respond to women's' needs (Gunawan & Amalia, 2015). A salient point is that flexibility in timing and location of work is vital (Hill, Hawkins, Ferris & Weitzman, 2001, cited in Tasnim, Hoosain & Enam, 2017). Furthermore, flexibility at work with an attractive work place is the main success of maintaining work-life balance (Hutcheson, 2012). Research has addressed work-life balance and work-life balance policies, such as, flexitime adequately (Clutterbuck, 2003; Richman, Civian, Shannon, Hill & Brennan, 2008, cited in Downes & Koekemoer, 2011).

**Work family conflict:** Work family conflict, a type of inter-role conflict are pressures from the work and family domains which are sometimes compatible (Baltes, Kotrba, LeBreton, Michel & Mitchelson, 2009). The theoretical approaches to work-life conflict include boundary theory, compensation theory, role theory and social identity theory, amongst others (Baltes et al., 2009). Role theory explicitly suggests that work and family domains involve several roles with numerous demands, hence bringing about conflict; and individuals spend more time in one domain (work) with less time and role performance in the other domain (family) (Baltes et al., 2009). Also, role conflict and role ambiguity (work role stressors) causes tension, anxiety,

depression and irritability (Coetzee & Schreuder, 2011). Coetzee and Schreuder (2011) emphasize that strain in one role alters role performance in another; and certain patterns of role behaviour may conflict with the expectations of behaviour in the other roles. Work-family conflict destabilizes the family, decreases job satisfaction and productivity (Chan & Wang, 2015) and increases absenteeism. Hence, the incompatible pressures make it difficult with rolefulfilment that is required. Chan and Wang (2015) opine that with balance there is a greater sense of well-being.

**Management support:** Managers and supervisors make the operational decisions about work-life balance (Maxwell & McDougall, 2004). Managers encourage work-life programs and activities, and enthusiastically advocate work-life programs and tasks, thus encouraging employees to support the programmes (Lazar, 2010). With supervisory support, there are solutions to work-related problems or emotional support on non-work-related employee problems (Tayfur & Arslan, 2013). Singh (2013) advocates that the help of supervisors impacts on the positive effect on work-life balance. On the contrary, managers' negative attitude towards flexible working hours discourages employees from using work-life programmes (Lazar, 2010), yet their support is essential for work-life balance initiatives.

**Child and elderly care:** The responsibility of children and elderly care prevails with employees. With dedication to work a person is unable to look after their children and responsibilities are neglected (Hunter, 2012). Childcare facilities provide an opportunity for working women to be active at work and take care of their families (Babu & Raj, 2013). This overwhelming responsibility affects employees' well-being, including their relationships with their children and other family members (Kossek, Colquitt & Nel, 2001). By working and bringing work home employees are unable to provide the support for their elder care (Hunter, 2012). Call centre employees engaged in shift work and spend less time with their families (Hunter, 2012). They are exhausted from long shift work and undesirable working conditions and as a result they neglect their family duties.

**Employee Assistance Programmes:** Employee Assistance Programmes (EAPs) help employees with alcohol abuse, substance abuse, stress, family issues and financial problems, amongst others (Carrell et al., 2015). When recovered, employees become more valuable to the organisation with productive years of service (Carrell et al., 2015). These programmes help employees with job performance and well-being (Els, Pienaar & Sieberhagen, 2011), including the prevention of health issues (Carrell, Elbert, Hatfield & Warnich, 2015). EAPs identify employee concerns and aims to design interventions to resolve such concerns (Kinder, Hughes & Cooper, 2008). Today's EAPs which include behavioural well-being serve a diverse clientele and contributes in dealing with poor performance. Tomazevic, Kozjek and Stare, (2014) have addressed the positive and negative consequences due to work-life balance. The study diagnoses the variables of work-life balance and job satisfaction with a quantitative investigation and; sheds light on several areas. Although work-life balance and job satisfaction is not in its infancy stage as it has been researched over many years, but they are powerful trends in today's organizations as they have the potential to maximize employees' potential and organizational goals.

### 3. Methodology

**Research approach:** A quantitative approach was selected for the study. The design of the research methodology is to assess call centre employees' perceptions of work-life balance and job satisfaction and, to determine whether work-life balance has a moderating effect on job satisfaction. Factor analysis, reliability, descriptive statistics and correlations were utilized in the study

**Respondents:** The current study was conducted at a call centre agency, in KwaZulu-Natal, South Africa. The sample comprised of male and female respondents of various age categories including number of children and length of service. The adequacy of the sample for job satisfaction was determined using the Kaiser Meyer-Olkin Measure of Sampling Adequacy (0.741) and the Bartlett's Test of Sphericity (1196.492). In addition, work-life balance was also determined using the Kaiser-Meyer Olkin Measure of Sampling Adequacy (0.793) and Bartlett's Test of Sphericity (1216.047). The majority of the respondents were 25-34 years of age (71.0%), followed by 20-24 years (23.4%) and, lastly 35-44 years (5.6%). The respondents were mostly female (69.2%), followed by male (30.8%). The majority of respondents had one child (43.9%), some

respondents had no children (33.6%), followed by respondents with two children (15.9%) and, lastly the lowest response was respondents with three or more children (6.5%). The majority of the respondents worked for 0-5 years (75.7%), followed by respondents who worked for 6-10 years (17.8%) and, lastly respondents worked for 11-15 years (6.5%) in this organization.

**Measuring instrument:** A self-developed questionnaire was utilized, of which Section A projected on the demographic factors which is measured using pre-coded option categories. Section B constitutes 10 items, of which 5 items projected on job satisfaction and a further 5 items related to work-life balance. Items were measured using a 5-point Likert scale ranging from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). Pilot testing were conducted and the same protocol was adopted for the distribution of the main sample and; it was confirmed that the questionnaire was appropriate with relevance and construction.

**Measures:** The validity of Section B which constitutes job satisfaction and work-life balance was assessed using Factor Analysis. A principal component analysis was used to extract initial factors and an iterated principal factor analysis was performed using SPSS with an Orthogonal Varimax Rotation. The items with loadings >0.5 were considered to be significant. Factors with latent roots greater than unity were extracted from the factor loading matrix. The results from the Factor Analysis confirms the validity of the instrument (Table 1).

**Table 1: Factor Analysis - Validity of the instrument**

Job Satisfaction			Work-life Balance			
Factor	Eigenvalue	% of Variance	Total	Factor	Eigenvalue	% of Variance
1	4.38	17.14	1	1	4.54	18.17
2	3.33	13.3	2	2	3.72	14.86
3	2.62	10.48	3	3	2.74	10.97
4	2.49	9.99	4	4	2.40	9.62
5	1.94	7.77	5	5	1.82	7.27

The reliability of the questionnaire was determined using Cronbach's Coefficient Alpha. The overall alpha coefficient for job satisfaction and work-life balance were 0.585 and 0.630 respectively, indicating high internal consistency and reliability for both variables (Table 2).

**Table 2: Reliability – Job Satisfaction and Work-life Balance**

Job Satisfaction	Work-life Balance
Cronbach's Coefficient Alpha 0.585	Cronbach's Coefficient Alpha 0.630

**Administration of the measuring instrument:** The time frame was two weeks for the administration of the questionnaires which was conducted by an employee of the organization. The questionnaires were returned timeously. Hard copies of the questionnaire were utilized for distribution.

**Statistical analysis:** Both, descriptive and inferential statistics were utilized for the analysis of the quantitative data. The data collected was captured on Excel and the Statistical Package for Social Sciences (SPSS) was used to perform the statistical analyses. The results were presented in tabular form.

#### 4. Results

The respondents were expected to respond to the dimensions of both job satisfaction and work-life balance using a 5 point Likert scale, which were analysed using descriptive statistics (Table 3). With regard to job satisfaction, Table 3 indicates that for each of the dimensions there is room for improvement, as evidenced when mean score value is compared against a maximum attainable score of 5. The analyses indicate that little improvement is needed in terms of supervisory support. On the contrary, pay requires the greatest attention

in this organization. Employee perceptions with regard to working conditions are fairly high, followed by promotion and then work itself. Work itself requires a greater level of attention. Room for improvement is also needed with the work-life balance constructs. Little improvement is needed in terms of work family conflict as opposed to employee assistance programmes which requires the greatest attention. The organisation needs to take cognisance of the importance of these programmes for long-term benefits. In addition, the perceptions regarding management support are fairly high, followed by child and elderly care and then work flexibility. EAPs require the greatest attention and therefore, managers need to pay attention to this by accommodating employees' needs.

**Table 3: Descriptive Statistics-Dimensions & Sub-dimensions of Job Satisfaction and Work-life Balance**

Dimension	Mean	95% Confidence Interval		Variance	Std. Dev.	Min.	Max.
		Lower Bound	Upper Bound				
<b>Job Satisfaction</b>							
Supervisory support	3.61	3.47	3.75	0.54	0.74	1.6	5.0
Work itself	2.79	2.67	2.91	0.39	0.63	1.20	5.0
Pay	2.76	2.63	2.89	0.46	0.68	1.0	5.0
Promotion	2.81	2.68	2.94	0.46	0.68	1.20	5.0
Working conditions	3.07	2.97	3.16	0.26	0.51	2.0	4.6
<b>Work-life Balance</b>							
Work flexibility	2.63	2.47	2.79	0.71	0.84	1.0	5.0
Work family conflict	3.25	3.08	3.42	0.80	0.90	1.0	4.8
Child and elderly care	3.02	2.88	3.16	0.53	0.73	1.4	5.0
EAPs	2.39	2.25	2.52	0.49	0.70	1.0	4.2
Management support	3.07	2.88	3.25	0.92	0.96	1.0	5.0

Frequency analyses were computed to obtain greater insight into employee perceptions regarding job satisfaction. With regard to supervisory support, 73.8% agree that their supervisor gives praise and credit for work well done; whereas 34.9% disagree that their supervisor gives attention to subordinates feelings. In addition, 46.7% agree that they find their work to be challenging and innovative and; on the contrary, 68.9% disagree that their work tasks are difficult to complete. With pay, 50.5% agree that they feel unappreciated by the organisation, considering the salary that they receive; whereas 68.8% disagree that the salary is based on their work performance. With promotion, 56.6% agree that the opportunities for advancement are limited and; on the contrary, 49.5% disagree that their organisation promotes employees based on favouritism. With working conditions, 61.7% agree that the organisation promotes work place safety; whereas 45.8% disagree in this regard.

Similarly, frequency analyses were also computed for work-life balance. With regard to work flexibility, 54.2% agree that they are responsible for their own schedules and; 54.7% disagree that the organisation has a flexitime programme. With work family conflict, 53.3% agree that their work puts a strain on their relationships with family members and; on the contrary 78.5% disagree that they take work home on a regular basis. With child and elderly care, 35.6% agree on the difficulty to find a full-time caregiver to take care of their family members. On the contrary, 40.2% disagree that the organisation promotes a balance between work and family life. For employee assistance programmes, only 15.1% agree that counselling was of tremendous help to employees; whereas 48.6% disagree that the organisation has measures in place to help them lead a balanced lifestyle. Also, 46.7% agree that management support provides the necessary tools to complete their work; whereas 37.4% disagree that management promotes work-life balance.

**Hypothesis 1:** The sub-dimensions of job satisfaction significantly inter-correlates with the sub-dimensions of work-life balance (Table 4).

Table 4 indicates the following correlations and hence, hypothesis 1 maybe partially accepted:

- There is a significant correlation with supervisory support and work flexibility at the 1% level of significance.
- Furthermore, supervisory support correlates inversely with work family conflict at the 5% level of significance.
- There is a significant correlation with pay and work flexibility at the 1% level of significance.
- There is an inverse correlation with promotion and work flexibility at the 1% level of significance.
- There is an inverse correlation with promotion and work family conflict at the 5% level of significance.
- There is a significant correlation with promotion and management support at the 5% level of significance.
- Working conditions correlates inversely with work flexibility at the 1% level of significance
- Working conditions correlates with work family conflict at the 1% level of significance.

**Table 4: Correlations: sub-dimensions of work intensification and work-life balance**

Dimensions		Work flexibility	Work-family conflict	Child and elderly care	EAPs	Management Support
Supervisory support	r	0.342 **	-0.213*	-0.152	0.031	0.180
	p	0.000	0.027	0.118	0.750	0.063
Work itself	r	-0.072	0.129	0.017	0.103	0.128
	p	0.461	0.185	0.862	0.292	0.188
Pay	r	0.363**	0.019	0.092	0.160	0.076
	p	0.000	0.849	0.346	0.099	0.438
Promotion	r	0.275**	-0.201*	-0.038	0.179	0.215*
	p	0.004	0.038	0.700	0.064	0.026
Working conditions	r	-0.306**	0.336**	0.207	-0.184	0.037
	p	0.001	0.000	0.032	0.057	0.705

**Table 5: Correlation (Spearman's rho): Job Satisfaction and Work-life Balance**

Dimension		r/p	Dimensions of Work-life Balance
Dimensions of Job Satisfaction	r	1	
	p		
Dimensions of Work-life Balance	r	0.268	1
	p	0.000**	

Table 5 reflects that there is a significant relationship between job satisfaction and work-life balance. Hence, hypothesis 1 is confirmed at the 1% level of significance.

## 5. Conclusion and Recommendations

In this study, the concept of job satisfaction and work-life balance were examined based on employees' response in a call centre organization. Both, job satisfaction and work-life balance were measured with five response items each. The recommendations and areas for improvement provide organizations with a snapshot view on each of the constructs of the study. Additionally, the recommendations for job satisfaction and work-life balance solves many operational problems which leads to optimal performance and for 21<sup>st</sup> century organizations that strive to meet their goals. In this study, there is room for improvement for each of the sub-variables of job satisfaction and work-life balance and a significantly relationship exists between job satisfaction and work-life balance.

With regard to *supervisory support*, it is recommended that supervisors pay constant attention to the needs of employees and adequate training be provided for supervisors on people management, call centre operations and keeping updated with new products or services. Employee experiences of supervisors' support is the extent to which they encourage and support employees (Griffin, Patterson & West, 2001 cited in Baloyi, van

Waveren & Chan, 2014). Interestingly, the authors found a positive relationship between supervisor support and the job satisfaction of employees. *Pay* which requires the greatest attention must be taken seriously by the top management team as pay is associated with employee performance, customer satisfaction, productivity scores and worker attitude. In line with this, Gunawan and Amalia (2015) assert that granting wages remuneration is a complex task and it reflects efforts to defend human resources for loyalty and commitment. Umar's (2012) assertion on an effective wage strategy is seen to contribute to a work unit's viability, the realization of the vision, mission and work targets. *Promotions*, which needs attention must be considered a priority and must generate motivation from top managers. In line with this, Lazear's (2000) view is that promotion is the shifting of an employee for a job of higher significance and, including higher compensation. Researchers emphasize that there is a strong correlation with job satisfaction and promotion opportunities, in addition to a positive association between promotional opportunities and job satisfaction (McCausland, Pouliakas & Theodossiou, 2005). With *work itself*, a greater level of attention is required and managers need strategize with job rotation to upskill employees to gain experience and knowledge. According to Arnold and Feldman (1996) the work itself will play a significant role in showing how satisfied a worker is with the job. Some improvement with *working conditions* is needed in this organization. For example, ergonomic factors, frequent short breaks to promote productivity and, flexible working conditions leads to engaged and high performing employees. Employees enjoy an environment free of harm and unpleasantness (Robbins, 1998 cited in Bakotic & Babic, 2013) and; they prefer working conditions similar to their home conditions. Some authors emphasize the link exists between working conditions and job satisfaction (Veitch, Geerts, Newsham & Marquardt, 2005 cited in Bakotic & Babic, 2013).

Although *work family conflict* which requires the least improvement must be taken seriously as employees need the flexibility and choice to be allowed to shift their working hours to accommodate family obligations. Some professional assistance such as a psychologist can be provided to address work-family conflict. Ahmad (2008) opines that researchers are recognizing that work-family conflict is a complex, multi-dimensional construct; with dual direction (work to family and family to work); including the multiple life roles such as spouse, elder care and home care, amongst others, that emerges. Additionally, *management support* requires little improvement in this organization. A supportive work-life climate encourages the support of supervisors (Lauzun, Major & Jones, 2010). In their research on work-life balance and job satisfaction, Yadav and Dabhade (2014) suggest that employers can make efforts to know the workload and job demands and; management should take steps to improve employee morale by implementing organizational strategies to enhance the work culture, amongst others. Although *child and elderly care* support is fairly high, managers need to institute programmes as the eventual outcome leans toward reduced absenteeism and an increase in performance levels. Babu and Raj (2013) postulate that childcare facilities in the modern context provide working women a chance to be active at work whilst their family is taken care of. Managers need to seriously consider a more comfortable work arrangement with a flexible work schedule to accommodate *work flexibility* in this organization. Balancing work and life also reduces employees' stress levels. Managers have the authority to negotiate the flexible work schedules for positions that are in high demand (Zeytinoglu, Cooke & Mann, 2009). *Employee assistance programmes* (EAPs) requires the greatest attention and therefore, managers need to institute the programmes so that employee assistance with work issues and personal matters are addressed. The integration of internal EAPs into an organization helps to mitigate the stress concerning change initiatives, for example, with involvement, planning and decision making (Beidel, 2005).

Work life balance has a moderating effect on the job satisfaction of call centre employees. From a managerial viewpoint, job satisfaction and work-life balance impacts on organizational outputs and therefore, policies need to be emended; whereas employees need to identify what is of utmost importance to them in their career paths. With the institution of flexible time, employees will be satisfied in knowing that their organization cares about them and their optimal job performance. Other avenues such as, outdoor activities relieve the many employee pressures and increases their coping strategies. Clearly, the balance with a person's work and personal lives is a major challenge for employees. The constructs of work-life balance, that is, work flexibility and EAPs require the greatest attention, whereas improvement is needed for the job satisfaction sub-variables relating to pay, the work itself and promotion. With support programmes, such as, EAPs and child and elderly care support, employees can function effectively and, maintain a balance in the domains of work and home. Therefore, work-life balance and its constructs have a mediating effect on job satisfaction.



The correlation results show some significant positive relationships that exists between work life balance and job satisfaction. The findings which has implications for future research places great emphasis on the need for workplace improvements and employee needs, and for management to constantly view their work-life balance programmes. Undoubtedly, organizations that strive to meet deadlines need to consider the implications of work-life balance on job satisfaction and, managers need to make gallant efforts to improve every aspect of the workplace so that employees are content and fully satisfied with their jobs.

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