IMPACT OF WORKING ENVIRONMENT AND WORKLOAD ON WORK LIFE BALANCE TOWARDS JOB SATISFACTION: AN EMPIRICAL STUDY

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Abstract
Syntheses of existing literature provide a framework for a broader understanding of the relationships among working environment, workload, work life balance and job satisfaction. This empirical study synthesizes the relevant literature pertaining to the impact of working environment and workload on work life balance towards job satisfaction. The focus of this empirical study is aligned with the Sustainable Development Goal 8 (SDG 8), which is about "Decent Work and Economic Growth". The empirical study comprised various published sources on working environment, workload, work life balance and job satisfaction, such as journals, periodicals, seminal books, and other published materials. The review focused on the relationships of working environment and workload on work life balance and job satisfaction and their dimensions. After analysis of a wide range of renowned literature, it was found that there are opposing findings in previous research with regard to the study area. Empirical evidences further ascertained that there are very few researches related to the job satisfaction, work-life balance, workload and working environment of university non-academic administrative officers in global context. Moreover, existing literature may not fully cover the associations among said parameters towards job satisfaction. Therefore, understanding the relationships among job satisfaction, work life balance, working environment and workload of university non-academic administrators can be recognized as a needed research scope.
Keywords: Job Satisfaction, Work Life Balance, Working Environment, Workload
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1. INTRODUCTION

Attaining a peaceful and full amalgamation of work and non-work life has become a key problem and a growing worry for the employees in today's society (Oktosatrio, 2019). Over the last few decades, the

areas of job satisfaction, work-life balance, working environment and workload have been increasingly relevant for both businesses and individuals, and it has been found to greatly improve employee efficiency, which has a favorable impact on organizational performance. These concepts have significant consequences for the well-being of both the organization and the individual employee (Abdirahman et al., 2018; Malik et al., 2020; Krishnan et al., 2018; Kamran et al., 2017; Rifadha & Sangarandeniya, 2015). Individuals who have a good work-life balance are happier and more contented, they keep their energy, creativity and critical thinking in order to remain satisfied (Mukhtar, 2012). Efficient workers and high productivity are always essential to companies. They are revealed. If the people are pleased, productivity will increase up to 12% and less happy employees can reduce output up to 10% (Oktosatrio,2018). Job satisfaction is a main factor when considering the personal career progression, staff retention, and company success. Organizational behavior, management, health care, education, and other professions all use it as a main source of information. Workload has a significant impact on employee's productivity and performance (Setyanti et al., 2022). People' performance is influenced by their work environment and climate; a positive work environment and climate will inspire employees to be happy at work and raise their sense of duty to do better work, resulting in increased productivity (Kurnianto et al., 2021).

Issues related to job satisfaction, work life balance, working environment and workload are acute in most of occupations and among professionals (Kelly et al., 2020; Malik et al., 2020; Hollanda et al, 2019; McNaughtan et al.,2018; Rahman et al., 2020). Importantly, employees in Higher Education Institutions in many countries are also experiencing these issues (Kamaran et al, 2016; Sari & Seniati, 2020; Dorenkamp & Sascha Ruhle, 2018; Sahito and Vaisanen, 2019).

In Sri Lankan scenario employees struggle to balance work and family responsibilities, resulting in dissatisfaction with workplace arrangements (Aruanshantha, 2019). Among the Sri Lankan working community, stress has increased due to work overload and having a larger and more complex task puts employees under a lot of stress and leads to a culture of poor work-life balance, causing them to be unsatisfied with their positions. (Arunika and Kottawatta, 2015). Non-academic administrators have less satisfaction due to severe workload, disruptions to working conditions, lack of career opportunities, discrimination lack of flexibility and independence, as well as disagreement between management and faculty members, are all factors that affect pay and benefits (Jayathilake, 2017).

Even though the Sri Lankan employees in many occupations including the non-academic administrative staff of higher education struggle with their work and non-work life responsibilities, job satisfaction, work stress due to workload and disruptions in the working environment only very few research have been done related to the Sri Lankan perspective and inconsistent results were identified.

Hence, in order to bridge the gap and enhance the understanding of linkages between work-life balance, job satisfaction, working environment, and workload in Sri Lankan perspective, the researcher is interested to investigate the relationships among work life balance, job satisfaction, working environment and workload of Sri Lankan workforce while reviewing the similar research of other countries. Further, opposing findings of previous studies interested the researcher to reinvestigate the relationship between the said variables as these inconsistent results need to be reviewed (Chiew et al., 2018; Omar et al., 2015; Arunika and Kottawatta, 2015). But there are very few empirical researches related to the work-life balance, job satisfaction, workload and working environment of university non- academic administrative officers in western literature (Rehman & Siddiqui, 2020) and in Sri Lankan context the research connected to the work life balance, job satisfaction, workload and working environment of university administrative officers are very hardly found (Dompelage et al., 2019; Jayathilake, 2017). Hence, there is a need to bridge the gap and enhance understanding of the linkages between university non-academic administrators' job satisfaction, work-life balance, working environment, and workload.

Therefore, this empirical study focuses the relevant literature concerning the impact of working environment and workload on work life balance towards the job satisfaction of non-academic administrators of Higher Educational Institutes. The said focus is also aligned with the Sustainable Development Goal 8 (SDG 8) established by the United Nations General Assembly in 2015, which is about "Decent Work and Economic Growth" fostering towards inclusive and sustainable economic growth, full and productive employment, and decent work for all.

2. METHOD

A literature review denotes as analysis, evaluation, and creation of present knowledge applicable to the problem of the research (Hart, 2018).

This literature review comprised various published sources on the relationships among the working environment, workload, work life balance, and job satisfaction. Several journals, periodicals, seminal books, and other published materials were referred to carry out this literature review. The journal articles were sourced from different online library databases including EBSCO Host, Emerald Insight, Google Scholar, JSTOR, Oxford University Press, SAGE, ScienceDirect, Scopus, Taylor & Francis Online, and Wiley Online Library. 124 articles related to the areas of work life balance, job satisfaction, working environment and workload were screened and 82 were included in the study. About 96% of the publications synthesized in this literature review were not older than 6 years. The keywords such as working environment, workload, work life balance, job satisfaction, and administrative staff were used to find journal articles that are relevant for the study. All the literature that was revived by the researcher

were summarized and critically analyzed for the study purpose. The syntheses of literature categorized into sections of historical review, theories and models and association among working environment, workload, work life balance, and job satisfaction.

3. HISTORICAL REVIEW

The balance of work life is a concept which was introduced in the middle of 1801 called the dichotomy of work and leisure at the earliest stage. It was suggested that the limit of two areas of work and leisure and playing can be reduced to achieve happiness (Oktosatrio, 2019).

The history of working and life systems be tracked to the 1930s, W.K. Company Kellog are to be implemented with six shifts, instead of the normal shifts of three regular eight hours (Lockwood 2003 cited in Naithani, 2009). Only in the mid-60s was the academics interested in the question of the balance between work life and non-work life (Bataineh, 2019). In the 1960s, the participation of women on the labor force increased dramatically, and both the mother and family of dual workers were studied. 'Job' and 'family' were generally regarded as segments by the 1970s. But in the 1980s, Staines suggested that spills from one section to another section could have both positive and negative implications (Oktosatrio, 2019). In the 1980s, first policies and initiatives focused primarily on women with children (Lewis et al., 2007). Studies show that the balance of working life enters its infancy when in the 1970s and early 1980s more women join the workforce (Oktosatrio, 2019). In the 1990s, research focus was moved on women and men with or without children, both married and unmarried. The word 'work-life balance' supersedes what was viewed at the end of the 1990s as the family balance, although the definition of the family became larger families, gender, marriages, joint parentage, etc. The scholarly works concerning work-life balance have increased, mainly because of the increasing strength of the women workforce, technological innovations, cultural shifts in attitudes toward the relationship between the work and the family and the diversity of family structures (Greenhaus and Kossek, 2014). In 2000, there was a curiosity about work-family concepts as a response to claims that few employees actively use the benefits offered by the organization. This was an important area of organizational behavioral analysis, management of human resources and quality of life studies (Sirgy & Lee, 2017).

In studies where work-life balance and related aspects are explored, researchers have used different operational definitions and measurements for the construct: 'the total time someone spend doing the job compared to the time spend with the family'. Even the term 'work-life balance' was first printed in the early 80s, till early 2000s it was not really popular (Uddin, 2021).

Frederick M. Taylor (1911), whose studies in the United States focused primarily on blue collar workers in the heavy industry, was the first to investigate job satisfaction. In 1940's the managers of Hawthorne Works, a factory close to Chicago in the beginning of the modern industrial revolution performed numerous anthropological experiments in their factory, aimed at measuring relations and levels of satisfaction in the industry. The results showed a greater job satisfaction when employees have positive relationships with their subordinates and superiors. Managers need to be trained and skilled in the Mayo Study to understand and appreciate human needs and to conduct good working relations (Muldoon, 2012). In the latter part of the twentieth century, research and studies into job satisfaction were expanded into other industries such as education and health. As job satisfaction research has become more complicated and varied, its impact analysis and various factors have increased, such as interpersonal relations, age, wages, promotion, workload, balance of working lives, supervision support, flexible working hours and the workplace environment (Harem, 2013).

Walden (2004) Employees' performance improves when they see that the conditions in their immediate environment. Employees rejected office layouts designed to facilitate internal collaboration, according to studies on the office landscape. Noise and a lack of privacy were frequently mentioned as issues. Workplace studies became increasingly preoccupied with office space, which related to the rising importance of customer service. Various concepts related to workspace management were also introduced during the 1990s. These ideas are also linked to the idea of enhancing building performance and using various evaluation methodologies to integrate architects' and users' viewpoints on how enhanced working environment performance is perceived (Walden, 2004).

4. THEORIES AND MODELS

Spillover theory, Herzberg's two factor theory, Job demand resource model, and Effort-recovery model (E-R model) are some of widely used theories in the area of focus for this empirical study.

The theory of spillover focuses on interaction between work and family. Spillover theory argues that impacts, values and abilities may be transferred from work to family and family to work (Edwards and Rothbard, 2000; Zedeck, 1992). Based on the theory of spillover, quality of working life has implications for job satisfaction and other variables that can influence other fields of life, like family, colleagues, financial affairs, and leisure (Sirgy et al., 2001 cited Aruldoss et al., 2020). However, it can logically be argued that employees who are happy at work are likely to balance work with their home with those who are not. Job dissatisfaction can have a deteriorating effect on work life as employees transmit their feelings to their homes and lives in organizations (Aruldoss et al., 2020).

Frederick Herzberg suggested a two-factor theory or the theory of motivating hygiene in 1959. According to the theory some job factors cause satisfaction while others prevent dissatisfaction.

Hygiene factors are the job factors that are vital to a job motivation. The working environment is described by these factors. It mainly contributes to the analysis of the effect between working environment and satisfaction of employees. The two-factor theory continues to be employed in higher education for employment satisfaction research and refined in order to address the differences between organization and life.

The job demands resources model was used to examine the impact of job demands on people's absence and resources (perceive workload, organizational competitiveness and intense physical pressure to work and consequently stress and physical strain) (Marzi, 2018). The theory of Job Demand-Resources (JD-R) indicated that the intensification of work has a positive association with work life balance. The positive work-life balance, however, will reduce the intention for turnover. Increasing work will probably also have indirect effects through work-life balance to help reduce academics' turnover intentions (Chiew et al, 2018). Work-life balance studies usually use this model as a basis for the examination of the strain relationship. Strain has also been examined in relation to career development through work-life balance. According to the demand for employment resource model, a form of demand for jobs which strips an individual of his/her resources and high levels of workload could have a negative impact on the individual well-being (Chen et al., 2015). As indicated in Holland et al. (2019) that supportive work conditions facilitated by high-implication working practices that can ensure employees achieve a work-life equilibrium satisfaction are important resources in mitigating work demands. These resources also serve as a buffer for high job and work requirements.

The effort-recovery model (E-R model) outlines the interaction between work and private life, and what aspects of these fields can influence a person's good well-being throughout the interaction (Geurts et al., 2003). The effort-recovery model suggests that environment work which provides staff with sufficient resources, including feedback, autonomy and personal growth, can encourage people to dedicate themselves to the task and produce positive results (Geurts et al., 2005 as cited Okeke, 2017).

5. ASSOCIATION AMONG WORKING ENVIRONMENT, WORKLOAD, WORK LIFE BALANCE, AND JOB SATISFACTION

Researchers have done scholarly work to identify the relationships among working environment, workload, work life balance, and job satisfaction. Empirical evidences further ascertained that there are very few researches conducted in the said context within the scope of university non-academic administrative officers (Dompelage et al., 2019). Moreover, existing literature may not fully cover the

associations among said parameters towards job satisfaction. Therefore, understanding the relationships among job satisfaction, work life balance, working environment and workload of university non-academic administrators can be recognized as a needed research scope. The following sections detail the synthesis of renowned literature in the areas of working environment, workload, work life balance, and job satisfaction along with their concurrent relationships.

5.1 RELATIONSHIP BETWEEN WORKING ENVIRONMENT AND JOB SATISFACTION

Workers who are satisfied with their work are usually more enthusiastic and enjoy significant success in their work and environment. The workplace has many properties and can affect physical and mental well-being (Agbozo et al., 2017).

Akinwale & George (2020) described the working environment, which contributes to commitment, productivity and employee satisfaction and wellbeing, to the physical and emotive environment of the workplace. Many organisations' flexible work arrangements have started to deviate from employees' general working conditions to help workers balance demands for employment and the family.

Nyamubi (2017) has shown that the working environment in schools is a primary factor to enable teachers to be satisfied with their work. According to Sukdeo (2017) job satisfaction of manufacturing workers and the working environment have a relationship, and Andrade et al. (2019) have reported that the flexibility of schedules and employee satisfaction are clearly linear as if the working condition from the home increase the satisfaction of employees.

Several studies have been done in relation university educational staff revealed that the working environment has a substantial positive impact on job satisfaction (Kurnianto et al., 2017; Sims, 2019; McNaughtan et al., 2018).

In Sri Lanka, the connection between the working environment and job satisfaction has produced conflicting results. The work environment has significant implications for employees' satisfaction in districts and division secretariats (Shanthykumar & Nirushika, 2020). Similarly, Kumari et al. (2019) showed that work-life balance and working environment had a positive impact on working women's job satisfaction of different private and public banks employees. Kularathna & Perera (2016) identified health and safety factors of the working environment, impact on job satisfaction Utility Service Association (USSA) sector worker in Sri Lanka. Research with regard to the employees of the Sri Lankan University has shown that the work environment has an impact on work satisfaction. Jayatilake (2017), Dompelage et al., (2019) and Amarasena (2019) found that non-academic and academic staff in universities have a favourable link between workplace factors and job satisfaction. However, opposing results have been

identified by some studies in relation to public sector workers (Jayathilaka, 2014; Herath & Wijerathna, 2019; Ranaweera & Si Li, 2018; Yaddehige & Arnold, 2020).

5.2 RELATIONSHIP BETWEEN WORKLOAD & JOB SATISFACTION

Holland et al. (2019) showed that perceived workloads were linked, following a web-based examination of nursing professionals in Australia, to a growing desire to leave work and were mediated by nurses' satisfaction with work-life balance. Chaaban & Du (2017) showed that a major factor contributing to teachers' disappointment was the heavy workload burden. Naheed et al. (2018) also noted a positive impact from the workload in relation to the satisfaction in a study done employee stress on their job satisfaction of employees of Pakistan's private banks. Liu and Lo (2017) reported that the perception of workload and job satisfaction of Taiwanese reporters were positive. Further, Inegbedion et al. (2020) identified a positive relationship between employee workload perception and satisfaction in the workforce, in relation to staff from eight organizations and two universities in Nigeria.

5.3 RELATIONSHIP BETWEEN WORKING ENVIRONMENT & WORK LIFE BALANCE

In an organization, a well-balanced work and personal life will result in high production for both individuals and the company (Garg and Yajuverdi, 2016). Research carried out in Cochin, among IT professionals, is explained that a flexible working schedule, telecom facilities and familial working environment can facilitate the work life balance of the organization (Kumar and Velmurugan, 2018).

Hsu et al. (2019) has revealed in study done relation to high-tech and bank industries in Taiwan that the balance between work and life and satisfaction at work is reduced by longer work hours. Rehman & Siddiqui findings (2020) showed that the balance between work and life is a strong mediator between flexibility and job satisfaction. Similarly, Giovanis (2018) reported that based on secondary data from an employment relations survey in the United Kingdom, flexible working arrangements give employees with job control and autonomy, work life balance, and job happiness, resulting in greater productivity.

Azara et al. (2019) reported that flexible labor arrangements help workers to deal with conflicts between their lives and their jobs, based on a structural equation modeling conducted through research with a sample of 289 working adults. The flexibility allows time for families to spend together for parental responsibility and work responsibilities. They demonstrated that flexible measures reduce conflicts between the workforce and the family.

5.4 RELATIONSHIP BETWEEN WORKLOAD & WORK LIFE BALANCE

The working life balance of the employee is one of the issues caused by workload. The overwork can result in a decrease in the balance of work life. However, excess workload can be a good thing for the balance of work life, where an individual considers the excess workload as a challenge and an improvement. If the workload is seen to be an increase because employees are able to deal with their workload, they meet the desire of employees so that their balance of work life is achieved (Syihabudhin et al., 2019).

Main driving force that can reduce the working-life balance of women in the banking sector is higher workload (Fuadiputra and Novianti, 2020). Several studies demonstrated that workloads have a significant impact on the balance of work and life. The balance of workload and work life is seen to be important and positive for job satisfaction (Fan & Smith, 2017; Mas-Machuca et al., 2016; Omar et al., 2015; Sari et al., 2017; Syihabudhin, 2019). Holland et al. (2019) also highlighted that where perceived workloads are associated with the growing desire to leave work and mediated by work life satisfaction. However, Chiew et al. (2018) have demonstrated a negative relationship between work intensification and work life balance.

5.5 RELATIONSHIP BETWEEN WORK LIFE BALANCE AND JOB SATISFACTION

Tirta and Enrika (2020) showed that balance and employee satisfaction have a significant positive effect on employee retention, based on quantified research conducted in respect of the Millennium Generation from Indonesia. Work satisfaction was revealed to be a partial mediator in the association between work life balance and organizational commitment. This study had crucial implications for universities to explore the balance between their lifestyles and work to promote work satisfaction and organizational commitment.

Mas-Machuca et al. (2016) has found that employees are in positive correlation with their job satisfaction in quantitative research in connection with the Spanish Pharmaceutical Organization so that organizations should pay attention to the balance between their working and living conditions to enhance employee satisfaction. A study by Gunawan, Barasa and Tua (2018) regarding lecturers of the higher education organization in Gakarta found that the balance of working and living perceived by teachers could lead to personal pleasure when doing their job or role as teachers. According to a quantitative study carried out permanent lecturers in Padang city, Indonesia (2020 showed that work life balance has a significant positive effect on satisfaction at the workplace (Sari & Seniati, 2020).

Heras et al. (2021) focusing on Spain, Philippines, Nigeria and Guatemala, and showed how satisfaction from an organizational and cultural perspective drivers work-family balance. Yu and Wang (2017) suggested that measures to improve job satisfaction can be improved through the targeting of work involvement especially for higher extraversion employees.

Moreover, several recent studies have shown that the work life balance and job satisfaction are positive and significant (Alias et al., 2018; Andrade et al., 2019; Bani Hasan & Teng, 2017; Kamran et al., 2014; Malik & Allam, 2021; Tirta & Enrika, 2020; Yu et al., 2017). These studies further emphasized the importance of implementing policies and practices on work life balance in organizations to improve job satisfaction.

In opposition to the above-mentioned Western literature, Okeke (2017) said that the balance of working life has a positive and negative effect on people with regard to a study done with Nigerian banking staff. It has a favorable effect on employees at first, but if it continues for a long time, it has a detrimental impact on people, leading to increased frustration, anxiety, and delays. On the basis of the findings, it was recommended that the employer adopt an efficient management strategy for balancing working life, reducing workload pressures, conflicts of role and family stress, to improve employees' job satisfaction.

In Sri Lankan context some studies have proved that there is a positive relationship between the work life balance and job satisfaction. Most employees do not seem satisfied with their jobs, so a study in relation to the workers of a shipbuilding company cannot achieve a correct work life balance. Most employees work on highly sought-after tasks which must be completed by very strict deadlines. Furthermore, when they complete such a task, they have to move to a similar tough task immediately. In such a working atmosphere they are enormously stressed, resulting in a reduction in the efficiency and effectiveness of workers and a poor balance in the working life. also demonstrated a positive link between work life balance and job satisfaction in relation to a study done with Bankers in Sri Lanka (Arunashanta, 2019; Kumari et al. 2019)

The findings of many investigations have shown that the balance of work life has a positive effect on employee satisfaction with research in different fields (Jayatilake, 2017; Adikaram and Jayatilake, 2016). When people are happy in their jobs, they become more loyal to the company and carry out their tasks efficiently and lead to successful organisations (Abeykoon and Perera, 2019).

6. CONCLUSION

Over the last few decades, the concepts of working environment, workload, work life balance and job satisfaction have been increasingly relevant for both organizations and individuals. These parameters

have been found to improve employee efficiency, which has a favorable impact on productivity and organizational performance.

This paper presented a synthesis of various renowned literature concerning the relationships among the working environment, workload, work life balance, and job satisfaction. The focus of this empirical study was aligned with the Sustainable Development Goal 8 (SDG 8), which is about "Decent Work and Economic Growth". According to the empirical evidences, positive relationships were found in many instances between work life balance and job satisfaction, work life balance and working environment, and job satisfaction and working environment. There were negative relationships found between work life balance and workload, and job satisfaction and workload. In contrast, there were oppositive findings found too in few studies. Western empirical evidences showed that lack of research findings in relation to the areas such as working environment, workload, work life balance, and job satisfaction of university non-academic administrative staff. Even in Sri Lankan perspective, such research is very rare. Moreover, existing literature may not fully cover the associations among said parameters and may not conclusive.

The findings of this empirical study have practical implications for universities which are interested in implementing work life balance policies and enhancing the working environment. The universities can gain benefit out of that. Work life balance policies such as reduced working hours and flexible starting time have a significant impact on university employees' work life balance and job satisfaction. Moreover, the findings may expand the body of knowledge, and useful for future similar studies.

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