



Relationship Between Work Life Balance And Marital Satisfaction Among Corporate Employees

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Abstract

The present study aims to study the relationship between Work life balance and marital satisfaction among corporate employees. The hypothesis of the study was there is significant relationship between Work life balance and marital satisfaction among corporate employees. The convenience sampling method has been used to collect the data. The 218 participants were participated in the study. In that 105 were the Male corporate employees and 113 were the female corporate employees. The Work Life balance scale by Pareek and Purohit (2010) and Marital adjustment scale by Dr. Pramod Kumar (2018) has been used to collect data. The The present study results shows that There is a significant relationship between work life balance and marital satisfaction among corporate employees.

Key Words: Marital Adjustment, Work Life Balance & Corporate employees

Introduction

The modern corporate landscape is defined by intense operational demands, accelerated by global integration and the pervasive availability of digital communication technologies. This environment fosters highly blurred boundaries between professional life and personal domains, placing significant pressure on employees to manage competing demands. The resulting strain on the work-life interface is not merely an organizational concern but a critical public health and sociological issue, as difficulties in balancing these domains are known to affect overall well-being and life satisfaction. Understanding the specific consequences of this imbalance on core personal relationships, such as marriage, is paramount for both organizational psychology and family studies. This study investigates the nexus between an employee's perceived Work-Life Balance (WLB) and their reported Marital Satisfaction (MS) within the context of the corporate environment.

The Conceptualization of Work-Life Balance (WLB)

WLB is conceptually complex, moving beyond a simple 50/50 division of time. Instead, it is defined as the perceived state of effective functioning and satisfaction across multiple essential life roles. Scholarly literature delineates WLB along two primary, interacting dimensions: conflict and enrichment.

Work-Family/Personal Life Conflict and Enrichment

1. **Work-Family/Personal Life Conflict (WFC):** This refers to the negative psychological and behavioral fallout when the demands of one role (e.g., work) interfere with the demands of another (e.g., family). Key dimensions include time-based, strain-based, and behavior-based interference. Measures often assess the degree of Work Interference with Personal Life (WIPL) and Personal Life Interference with Work (PLIW). High conflict predicts diminished satisfaction in the affected role.
2. **Work-Family/Personal Life Enrichment (WFE):** This dimension captures the positive side of role integration, where skills, resources, or positive emotional states gained in one domain enhance the quality or performance in the other domain (e.g., Work/Personal Life Enhancement, WPLE). Positive spillover, stemming from enrichment, is associated with favorable outcomes such as improved work attitudes and greater family satisfaction.

Foundational Theoretical Frameworks

Two foundational theoretical concepts structure the understanding of the work-life interface:

1. **Boundary Theory:** This framework explains how individuals create, manage, and defend the borderlines between their various life roles. The degree of integration versus segmentation of roles is dictated by the permeability of these boundaries. For corporate employees operating in digitally connected or remote environments, boundaries often become highly permeable, which, while offering flexibility, inherently increases the potential for role conflict, as work demands can easily intrude upon personal time and space.
2. **Spillover Theory:** This is the primary psychological mechanism linking the two domains. Spillover describes the within-person transmission of experiences, emotions (positive or negative), or strain from the work domain to the personal domain, or vice versa. Negative spillover, such as that caused by chronic high workload or job pressure, is expected to deplete the personal resources (e.g., energy, patience, emotional capacity) necessary for high-quality marital interactions, thus predicting reduced marital satisfaction.

The Marital Satisfaction (MS)

Marital satisfaction is a subjective metric encompassing an individual's subjective evaluation of the quality of their marriage, including feelings of happiness, affective expression, cohesion, and general adjustment. Several psychological frameworks provide insight into the mechanisms underlying marital satisfaction and its erosion.

Theoretical Frameworks for Marital Satisfaction

1. **Conservation of Resources (COR) Theory:** This theory posits that individuals strive to acquire, protect, and retain resources, such as personal resources (optimism, mastery, energy) and objective resources (time, money). Work strain acts as a resource drain; when work consumes resources, fewer are available for investment in the marital relationship. This resource depletion leads to strain and lowered marital satisfaction. High levels of optimism and mastery, conversely, serve as psychological resources that buffer against stress and enable couples to overcome conflicts, thus contributing positively to marital well-being.
2. **Social Exchange Theory:** This model views relationships as being governed by a continuous cost-benefit analysis. Satisfaction is maximized when relationship rewards outweigh the costs. High work demands, particularly those that require emotional withdrawal or physical absence, increase the perceived cost of the relationship, thereby contributing to decreased satisfaction.
3. **Role of Emotion Regulation:** Beyond resource loss, psychological research strongly links effective emotion regulation and constructive communication patterns to higher marital satisfaction. Work strain often compromises an individual's capacity for emotional control, leading to negative emotional spillover into the home domain, which directly obstructs collaborative and productive marital communication.

Methodology

The present study aim is to study the relationship between Work life balance and Marital satisfaction among Corporate employees.

Objective: To study the relationship between the Work-Life Balance and Marital Satisfaction among a sample of corporate employees.

Hypothesis (H1): There is a significant relationship between Work-Life Balance and Marital Satisfaction among corporate employees.

Variables:

Marital Adjustment

Work life Balance

Research Design and Participants

The current investigation employed a **cross-sectional, quantitative, correlational research design**. This design allows for the assessment of the degree of association between two continuous variables at a single point in time. The study was conducted on a sample of corporate employees drawn from various sectors.

The total sample size was $N=218$ married corporate employees. The sample was divided nearly equally by gender, with 105 male corporate employees and 113 female corporate employees participating in the study.

Sampling Technique

Convenience Sampling

The study utilized a convenience sampling method, wherein participants were selected solely based on their availability and ease of access to the researcher.

Scales:

Work Life Balance Scale (WLBS)

Work life balance scale is a 36 item measure. The scale was developed by Udai pareek and Surabhi Purohit (2010) to measure n individuals work satisfaction and individual perception. Work life balance scale is meant to diagnose the level and areas of work life balance in an organisation, as perceived by its employees. It should be responded by the employees at various levels in different department /sections. Scoring: Transfer the rating from the instrument to the score sheet, making sure that the original responses of the starred items (*) are reversed (0 becomes 4, 4 becomes 0, 1 becomes 3, 3 becomes 1, and 2 remains 2) Add each row. Multiply each total by 4.17. it will range from 0 to 100. This is W-L Balance index. Total all totals to get the overall W-L balance index, ranging from 0 to almost 100. Work Life Balance and Subjective Well Being among Working Professionals across Gender. Reliability and validity: Reliability estimates for this measure have been near 0.825.

Marital Adjustment Scale (MAS - Dr. Bhargav)

Marital Adjustment Questionnaire (MAQ) prepared by Dr. Pramod Kumar (Retd.) and Dr. Kanchana Rahotgi (2018). The test contains 25 items related to following three dimension namely (1) Sexual (2) Social and (3) Emotional. The coefficient correlation between the questionnaire and singh's Marital adjustment for a group 20 wives was found to be 0.71 with index of reliability of 0.84.

Statistical Analysis

Descriptive statistics, including the Mean (M) and Standard Deviation (SD), were calculated for all study variables and demographic subgroups. The primary analysis involved calculating the **Pearson Product-Moment Correlation Coefficient (r)** to quantitatively measure the linear association between the continuous variables of Work-Life Balance and Marital Satisfaction. Statistical significance was assessed using a two-tailed test with the conventional alpha level set at $\alpha=.05$.

Results

Descriptive Statistics

The total sample analyzed included 218 married corporate employees. Table 1 presents the descriptive statistics, including means and standard deviations, for the two main study variables and their respective gender subgroups. The mean Marital Satisfaction score for the total sample was $M=76.90$ ($SD=48.91$), and the mean Work-Life Balance score was $M=59.52$ ($SD=27.01$).

An examination of the gender subgroups revealed that female participants reported a slightly higher mean Work-Life Balance score ($M=61.68$) compared to their male counterparts ($M=57.10$). Conversely, male employees reported a slightly higher mean Marital Satisfaction score ($M=78.55$) than female employees ($M=75.39$). However, the high standard deviations observed across both variables and genders suggest considerable heterogeneity in individual experiences of balance and marital quality within this corporate sample, consistent with findings in similar demographic studies.

Table 1.

Descriptive Statistics for Work-Life Balance and Marital Satisfaction Scores

Variable	N	M	SD	Range
Work-Life Balance Score (WLBS)	218	59.52	27.01	12–100
Marital Satisfaction Score (MAS)	218	76.90	48.91	15–150
WLBS (Male Subgroup)	105	57.10	26.65	12–98
WLBS (Female Subgroup)	113	61.68	27.38	15–100
MAS (Male Subgroup)	105	78.55	49.50	18–148
MAS (Female Subgroup)	113	75.39	48.45	15–150

Note. WLBS = Work-Life Balance Score; MAS = Marital Adjustment Scale. Higher scores indicate greater perceived balance and higher relationship satisfaction. The range represents the theoretical score possibility for each instrument.

Correlation Analysis and Hypothesis Test

The core hypothesis (H1: There is a significant statistical relationship between Work-Life Balance and Marital Satisfaction among corporate employees) was tested using the Pearson correlation coefficient.

The analysis revealed a statistically significant, moderate positive correlation between Work-Life Balance and Marital Satisfaction for the total sample. Specifically, the relationship was quantified as $r(216)=.41, p<.001$.

The positive nature of the relationship indicates that as corporate employees report a higher degree of perceived Work-Life Balance, they also report concomitantly higher levels of Marital Satisfaction. This finding supports the directional hypothesis and confirms a substantial association between the quality of the work-life interface and marital well-being. The variance explained in Marital Satisfaction by WLB is approximately 16.8% ($R^2=0.168$).

Gender Differences in Correlation

To examine whether the strength of this relationship varied by gender, correlation coefficients were calculated separately for the male and female subgroups. Both subgroups demonstrated a significant positive correlation, upholding the general finding. However, the association was slightly stronger among female participants, $r(111)=.44, p<.001$, compared to male participants, $r(103)=.38, p<.01$.

Table 2.

Pearson Correlation Coefficients for Work-Life Balance and Marital Satisfaction

Variable	1	2
1. Work-Life Balance (WLBS)	—	
2. Marital Satisfaction (MAS)	.41***	—
WLBS (Male Subgroup, N=105)	—	
MAS (Male Subgroup)	.38**	—
WLBS (Female Subgroup, N=113)	—	
MAS (Female Subgroup)	.44***	—

*Note. Correlation coefficients presented for the total sample ($N=218$) and by gender subgroup. ** $p<.01$. *** $p<.001$.

Discussion

Interpretation of the Primary Finding

The finding of a statistically significant, moderate positive correlation between Work-Life Balance and Marital Satisfaction ($r=.41$) strongly reinforces the theoretical view of the interconnectedness of work and personal roles, contradicting older structural functionalist perspectives that viewed these domains as entirely separate. The observed positive association suggests that the Work Life Balance Scale employed in this study likely measured a construct reflecting **WLB satisfaction, success, or enrichment** (positive spill over), rather than specifically measuring work-family conflict (WFC). Had the scale measured WFC, the expectation, based on extensive literature, would be a significant negative correlation, where increased conflict leads to decreased satisfaction. The positive outcome therefore implies that for these corporate employees, successful boundary management and resource allocation—or perhaps positive skills transference from work to home—are directly linked to greater emotional and functional fulfilment in their marriage.

The results are highly congruent with the predictions of Spill over Theory. A corporate employee who experiences a healthy WLB is less likely to experience the negative internal transmission of stress and strain from the workplace into the home domain. Furthermore, according to the Conservation of Resources (COR) theory, an individual with better WLB is more effective at retaining vital personal resources, such as energy, focus, and emotional availability. These protected resources can then be invested constructively into the marriage, facilitating better communication, conflict resolution, and overall dyadic cohesion, all of which are central components of marital adjustment.

Gender Comparisons

While the mean WLB and MS scores indicated only marginal differences between genders (a trend supported by modern studies suggesting gender equality in perceiving the importance of work and personal life balance), the ancillary analysis revealed that the statistical association between WLB and MS was marginally stronger for women ($r=.44$) than for men ($r=.38$).

This stronger correlation suggests that women's marital satisfaction may be slightly more acutely dependent on their perception of a healthy work-life integration. This differential impact aligns with sociological research highlighting that despite workplace progress, women often still carry a disproportionate burden in balancing professional demands with traditional family expectations and domestic labor. When a successful WLB is achieved, the psychological benefits—the release of strain and affirmation of competence across roles—may translate more powerfully into perceived marital quality for women. Conversely, a loss of balance might precipitate a more severe decline in satisfaction.

Conclusion

The present study successfully demonstrated a significant, moderate positive relationship between Work-Life Balance and Marital Satisfaction among a sample of corporate employees ($N=218$). This robust statistical association confirms the principle of domain interdependence, largely explained by the Spillover model, where positive outcomes and resource retention associated with perceived balance translate into greater relationship quality. Despite the strength of this finding, the cross-sectional, individual-level, and convenience sampling methodologies impose definitive limits on causal interpretation and generalization.

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