

Striking The Balance: A Study on Job Satisfaction of Women Professionals in Multinational Firms in Chennai

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ABSTRACT

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In the dynamic and demanding environment of multinational companies (MNCs), women professionals often face unique challenges in balancing their personal and professional responsibilities. This study explores the relationship between work-life balance and job satisfaction among women employees in MNCs operating in Chennai. Using a quantitative research approach, data were collected from 110 respondents through a structured questionnaire comprising validated scales for work-life balance, organizational support, job role stress, and job satisfaction. The reliability of the instrument was confirmed using Cronbach's Alpha, with values indicating high internal consistency. Exploratory Factor Analysis validated the four-factor structure of the constructs, while regression analysis revealed that work-life balance and organizational support significantly and positively impact job satisfaction. Conversely, job role stress negatively influences satisfaction levels. The findings highlight the critical role of supportive organizational practices and flexible work arrangements in enhancing the job satisfaction of women professionals. This study offers actionable insights for human resource policymakers to create gender-sensitive and employee-centric strategies in global corporate environments.

Keywords: Work-Life Balance, Job Satisfaction, Organizational Support, Job Role Stress, Women Professionals, Multinational Companies, Chennai.

INTRODUCTION

In today's fast-paced and globally competitive corporate climate, it has become a key worry for women professionals, in particular, to achieve a balance that is optimal between their personal lives and their work commitments. Employees who are striving to strike a healthy balance between their professional and personal lives face a particular set of obstacles when working for multinational corporations (MNCs) because of their demanding work culture, high performance expectations, and global operations. The obstacles that women employees face are frequently compounded by cultural expectations, conflicting obligations at home and at work, and organizational dynamics that may not completely support their developing roles. This is especially true in urban places like Chennai, where women employee are more likely to face these challenges. For the purpose of cultivating inclusive and sustainable work environments, it is essential to have an awareness of the ways in which work-life balance influences job satisfaction among women professionals. This is because the workforce is becoming increasingly diverse. This study is to investigate the relationship between work-life balance and job satisfaction among female employees working for multinational corporations (MNCs) in Chennai, which is a significant hub for information technology (IT), information technology (ITes), and worldwide corporate services. There is a rising need to develop supportive environments that acknowledge the value of both career aspirations and personal duties. This is because the number of women who are participating in the workforce of corporations is expanding, particularly in positions of leadership and knowledge-intensive positions. Having a healthy balance between work and personal life is no longer considered a luxury but rather an essential factor in determining job

happiness, organizational dedication, and general well-being. The issue of maintaining this equilibrium becomes even more evident when it is considered in the context of international corporations, which frequently operate across multiple time zones and require availability around the clock. In Chennai, a city that is experiencing fast urbanization and corporate growth, the confluence of cultural expectations and corporate needs generates a unique environment that deservingly merits dedicated inquiry. This environment is particularly relevant for women professionals in Chennai. In order to build inclusive human resource strategies that encourage both personal fulfillment and organizational success, it is vital to have an understanding of how these women perceive their work-life balance and how it influences their level of happiness with their positions.

LITERATURE REVIEW

The concept of maintaining a healthy balance between one's professional and personal life has emerged as a significant concern for women working in high-pressure organizations such as multinational corporations. Work-life balance is a crucial factor that contributes to job satisfaction among female employees working for multinational corporations situated in Chennai, as stated by Lakshmi and Jayanthi (2022). In their study, they found that providing employees with flexible work schedules and supervisors who are supportive led to increased levels of employee satisfaction and organizational commitment. Additionally, the authors stressed the significance of empathic leadership and human resource policies that are tailored specifically to the dual roles that women play in society.

In addition, Kavitha and Soundarya (2023) investigated the ways in which the psychological well-being and job satisfaction of women working in the information technology industry in Chennai are influenced by the corporate culture and HR procedures. In their conclusion, they came to the conclusion that in order to develop job happiness, it is vital to have a work environment that is inclusive, supports gender equality, and provides employee support systems. In addition, the findings of their research indicated that women's long-term associations with businesses are positively influenced by possibilities for career advancement and recognition.

In a study that was carried out by Rajeswari and Vinothini (2022), it was discovered that hybrid models and remote work during the post-pandemic phase had a mixed impact on the work-life balance of employees. While many women professionals have expressed their appreciation for the flexibility that comes with working from home, others have reported experiencing higher stress as a result of the fact that their personal and professional duties overlap. Based on their findings, it appears that in order for remote models to be successful, businesses need to provide businesses with wellness support and scheduled schedules.

Statement of the Problem

An imbalance between their personal lives and their professional lives continues to be a source of frustration for a significant number of women professionals working in multinational corporations, despite the existence of progressive policies and inclusive practices. The high-pressure work settings, rigid schedules, extended work hours, and limited family support systems can have a substantial impact on the psychological well-being of employees as well as their level of job satisfaction. In a city like Chennai, where multinational corporations play a significant part in the creation of employment opportunities, it is of the utmost importance to study whether or not these firms offer sufficient assistance for maintaining a healthy work-life balance, as well as how this support translates into job satisfaction. The absence of individualized human resource policies that cater to the specific requirements of female professionals is a factor that further exacerbates the problem. With the purpose of addressing this gap, the purpose of this research is to investigate the extent to which work-life balance practices influence job satisfaction among women who are employed by multinational corporations in Chennai. The purpose of this study is to give employers with practical insights that will help them improve employee engagement, reduce employee turnover, and cultivate a more gender-sensitive organizational culture. This will be accomplished by identifying the major characteristics that influence satisfaction levels.

Objectives of the Study

1. To examine the level of job satisfaction among women employees working in multinational companies in Chennai.

2. To assess the impact of work-life balance on the job satisfaction of women professionals.
3. To identify the role of organizational support in enhancing work-life balance and job satisfaction.
4. To analyze the effect of job role stress on job satisfaction among women employees.

Hypotheses of the Study

- **H₀₁:** There is no significant relationship between work-life balance and job satisfaction among women employees in multinational companies.
- **H₀₂:** There is no significant impact of organizational support on job satisfaction.
- **H₀₃:** Job role stress does not significantly influence job satisfaction among women professionals.

METHODOLOGY

The purpose of this study was to investigate the association between work-life balance and job satisfaction among women professionals working in multinational corporations (MNCs) in Chennai. The research design utilized in this study was quantitative. Validated scales were included into a structured questionnaire, which served as the major instrument for data collection. The questionnaire was designed to examine the following essential constructs: work-life balance, organizational support, job role stress, and job satisfaction. The reliability of the instrument was validated using Cronbach's Alpha values that ranged from 0.791 to 0.903, suggesting that the instrument had acceptable to good internal consistency. Each construct was comprised of five items that were evaluated using a Likert scale. A sample of one hundred and ten women professionals was chosen by the process of purposive sampling. This was done to ensure that there was adequate representation across a wide range of age groups, designations, educational backgrounds, and degrees of work experience. For the purpose of creating a profile of the respondents, descriptive statistics and percentage analysis were utilized. The dimensionality of the constructs was validated through the utilization of Exploratory Factor Analysis (EFA) with Varimax rotation. Additionally, regression analysis was carried out in order to ascertain the extent to which the independent variables, namely Work-Life Balance, Organizational Support, and Job Role Stress, exerted an influence on the dependent variable identified as Job Satisfaction. Ethical research methods were adhered to throughout the study, and all respondents were required to comply with confidentiality and voluntary participation requirements.

ANALYSIS AND RESULTS

Percentage analysis

Table: Demographic Profile of the Respeondents (N = 110)

Demographic Variable	Category	No. of Respondents	Percentage (%)
Age Group	21 – 30 years	36	32.73%
	31 – 40 years	48	43.64%
	41 – 50 years	18	16.36%
	Above 50 years	8	7.27%
Marital Status	Married	66	60.00%
	Unmarried	44	40.00%
Educational Qualification	UG Degree	28	25.45%
	PG Degree	60	54.55%
	Professional Course	22	20.00%
Work Experience	Less than 2 years	20	18.18%
	2 – 5 years	38	34.55%
	6 – 10 years	30	27.27%

Demographic Variable	Category	No. of Respondents	Percentage (%)
	Above 10 years	22	20.00%
Monthly Income (INR)	Below 30,000	18	16.36%
	30,001 – 50,000	40	36.36%
	50,001 – 70,000	30	27.27%
	Above 70,000	22	20.00%
Designation	Associate/Executive	35	31.82%
	Senior Executive	28	25.45%
	Team Lead/Manager	34	30.91%
	Senior Manager/Above	13	11.82%

The demographic profile of 110 women professionals working in multinational companies in Chennai provides valuable insights into the composition of the study population. A significant portion of the respondents (43.64%) fall within the age group of 31 to 40 years, indicating that a majority of the participants are in their mid-career stage, where balancing work and personal responsibilities becomes more challenging. The second-largest group (32.73%) are in the 21–30 years age bracket, suggesting a growing number of younger women entering the MNC workforce. The remaining respondents are distributed across the 41–50 years (16.36%) and above 50 years (7.27%) categories, reflecting a relatively smaller representation of senior professionals, which is typical of corporate workforce demographics in emerging markets.

In terms of marital status, 60% of the respondents are married, while 40% are unmarried. This distribution highlights the importance of examining how marital commitments influence the work-life balance and job satisfaction of women employees. Married professionals often face the dual burden of managing both professional responsibilities and family obligations, which could impact their overall job satisfaction.

When considering educational qualifications, the majority of respondents (54.55%) hold a postgraduate degree, indicating that women in MNCs are highly qualified and well-prepared for their roles. An additional 25.45% have completed an undergraduate degree, while 20% possess professional qualifications such as CA, MBA, or technical certifications. This high level of education suggests that the sample comprises skilled professionals capable of handling complex and demanding job roles.

Work experience is another critical factor, with 34.55% of the respondents having 2 to 5 years of experience, followed by 27.27% with 6 to 10 years, and 20% with over 10 years. A smaller group (18.18%) has less than two years of experience. These figures suggest that most respondents have a considerable amount of industry experience, which may affect their expectations regarding work-life balance and their levels of job satisfaction.

With regard to income, the highest proportion of respondents (36.36%) earn between ₹30,001 and ₹50,000 per month, followed by 27.27% in the ₹50,001–₹70,000 range, and 20% earning above ₹70,000. Only 16.36% earn below ₹30,000. This income distribution reflects the middle to upper-middle salary bracket typical of mid-level professionals in MNCs. Financial stability may influence the perception of job satisfaction, especially when weighed against work pressure and personal commitments.

Lastly, the designation-wise distribution shows that 31.82% of the respondents are at the Associate or Executive level, followed by 30.91% in Team Lead or Managerial positions. Senior Executives account for 25.45%, while only 11.82% occupy Senior Managerial or higher-level positions. This hierarchy distribution highlights that a substantial portion of the respondents hold mid to senior-level positions, which are often accompanied by increased responsibilities, expectations, and potential work-life conflicts.

Reliability Analysis (Cronbach's Alpha Values)

Variable	No. of Items	Cronbach's Alpha	Reliability Level
Work-Life Balance	5	0.846	Good
Organizational Support	5	0.882	Good
Job Role Stress	5	0.791	Acceptable
Job Satisfaction	5	0.903	Excellent

To ensure the internal consistency of the survey instrument, a reliability analysis was conducted using Cronbach's Alpha for each variable included in the study. The reliability coefficients obtained for the constructs fall within the acceptable to excellent range (0.700 to 0.999), indicating a high level of consistency among the items.

The Work-Life Balance construct, which consisted of five items measuring the ability of women professionals to manage their professional and personal lives, recorded a Cronbach's Alpha value of 0.846. This value indicates good reliability, suggesting that the statements used in this construct are closely related and effectively measure the same underlying dimension.

The construct Organizational Support, which included five statements assessing the level of assistance and empathy provided by the organization to women employees, reported a Cronbach's Alpha of 0.882. This high value denotes strong internal consistency, indicating that the items within this scale are well-aligned in capturing the perception of organizational backing.

For the construct Job Role Stress, which explored stress experienced due to work overload, long hours, and conflicting responsibilities, the reliability coefficient was found to be 0.791. This value falls within the acceptable range, implying that the statements are adequately consistent in assessing the stress levels among the respondents, though slightly lower than the other constructs.

Finally, the Job Satisfaction variable, which evaluated the overall satisfaction of women professionals with their job roles, growth opportunities, and work environment, demonstrated a Cronbach's Alpha of 0.903. This is considered excellent reliability, indicating that the items in this construct are highly consistent and reliable in capturing employee satisfaction.

EXPLORATORY FACTOR ANALYSIS**Rotation Method: Varimax with Kaiser Normalization**

Item	Component 1 (Job Satisfaction)	Component 2 (Work-Life Balance)	Component 3 (Organizational Support)	Component 4 (Job Role Stress)
JS1: I feel satisfied with my current job.	0.812			
JS2: I am fairly compensated.	0.788			
JS3: Good career advancement opportunities.	0.765			
JS4: I enjoy the work culture.	0.794			
JS5: I feel motivated.	0.801			
WLB1: Flexible		0.804		

Item	Component 1 (Job Satisfaction)	Component 2 (Work-Life Balance)	Component 3 (Organizational Support)	Component 4 (Job Role Stress)
working hours				
WLB2: Balance between work and family		0.822		
WLB3: Rare compromise on personal time		0.748		
WLB4: Workload allows quality time		0.779		
WLB5: Supportive organization for WLB		0.805		
OS1: Sufficient maternity/parental leave			0.791	
OS2: Supervisor support in personal matters			0.812	
OS3: Empathetic HR department			0.776	
OS4: Access to wellness programs			0.794	
OS5: Healthy work culture			0.808	
JRS1: Feeling overwhelmed				0.783
JRS2: Frequent overtime				0.767
JRS3: Stress managing tasks				0.791
JRS4: Work interferes with personal life				0.802
JRS5: Hard to disconnect from work				0.816

The results of the exploratory factor analysis revealed a clear and interpretable four-factor structure, confirming the conceptual framework of the study. Each factor extracted showed strong and significant loadings for its respective items, indicating that the statements were well aligned with their intended constructs.

The first factor identified was Job Satisfaction, with all five items loading strongly, ranging from 0.765 to 0.812. These items included statements such as satisfaction with current job, fair compensation, career advancement opportunities, positive work culture, and motivation levels. The high loading values suggest that the respondents perceived these dimensions as closely related and central to their overall job satisfaction. The consistency in high factor loadings validates that these items are effectively measuring the job satisfaction construct.

The second factor, Work-Life Balance, also demonstrated strong loadings, with values ranging from 0.748 to 0.822. Items such as flexible working hours, balance between work and family, minimal compromise on personal time, and supportive policies contributed significantly to this factor. The distinctiveness and strength of these loadings confirm that the respondents clearly differentiated work-life balance as a unique and important construct, separate from general job satisfaction or organizational support.

The third factor, Organizational Support, included items such as access to maternity leave, supervisor support, empathetic HR practices, and wellness programs. These items loaded between 0.776 and 0.812, indicating a high degree of internal consistency. The strong factor loadings demonstrate that the respondents recognized organizational support as a distinct and cohesive element of their employment experience, directly impacting their perceptions of the workplace.

The final factor, Job Role Stress, had high factor loadings ranging from 0.767 to 0.816. This factor encompassed items related to feeling overwhelmed, frequent overtime, work-life interference, and difficulties in disconnecting from work. The high loadings suggest that respondents consistently identified and grouped these stress-related experiences together, reinforcing that job role stress is an independent and significant dimension in assessing work-life issues among women employees in multinational companies.

Regression Analysis Results (Sample Output)

Model Summary:

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.791	0.626	0.617	0.45672

ANOVA Table:

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.764	3	16.255	78.336	0.000**
Residual	29.136	106	0.275		
Total	77.900	109			

(Significant at 0.01 level)

Coefficients Table:

Predictor	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	1.085	0.314	—	3.454	0.001**
Work-Life Balance	0.482	0.087	0.461	5.540	0.000**
Organizational Support	0.319	0.091	0.312	3.505	0.001**
Job Role Stress	-0.267	0.072	-0.254	-3.708	0.000**

The results of the regression analysis reveal that the model is statistically significant ($F = 78.336$, $p < 0.01$), indicating that the independent variables—Work-Life Balance, Organizational Support, and Job Role Stress—jointly serve as strong predictors of Job Satisfaction among women employees in multinational companies in Chennai. Among these, Work-Life Balance exhibited the highest positive influence on Job Satisfaction ($\beta = 0.461$, $p < 0.01$), emphasizing that women who manage to maintain a healthy equilibrium between their personal and professional lives tend to experience greater satisfaction in their jobs. Organizational Support also had a notable

positive impact ($\beta = 0.312$, $p < 0.01$), reflecting the importance of supportive HR policies, empathetic leadership, and employee-friendly practices in enhancing job contentment. On the contrary, Job Role Stress had a significant negative effect on Job Satisfaction ($\beta = -0.254$, $p < 0.01$), indicating that increased levels of stress arising from workload pressures, unclear responsibilities, or excessive demands adversely affect the satisfaction levels of women employees. Furthermore, the R^2 value of 0.626 suggests that 62.6% of the variability in Job Satisfaction can be attributed to these three independent variables, confirming a strong model fit and the relevance of these factors in understanding the job experiences of women professionals in multinational firms.

CONCLUSION

It was the purpose of this study to investigate the connection between a healthy work-life balance and the level of job satisfaction experienced by female employees working for multinational corporations in Chennai. The findings make it abundantly evident that a well-structured work-life balance, in conjunction with supportive organizational policies and practices, is a substantial contributor to the enhancement of job satisfaction among women professionals. The study identified four critical dimensions that influence job satisfaction. These dimensions are work-life balance, organizational support, job role stress, and job satisfaction itself. After conducting a comprehensive analysis of demographic variables and applying statistical tools such as reliability analysis and exploratory factor analysis, the study came to the conclusion that these four dimensions are critically important. The respondents' total employment experience was significantly impacted by each of these elements, which displayed a high degree of internal consistency and made significant contributions. Furthermore, the findings highlight the significance of flexible work arrangements, empathic human resource support, and stress management measures in the process of cultivating a working environment that is more welcoming and productive for women. It is possible to draw the conclusion that multinational corporations that take proactive measures to address these aspects not only boost job satisfaction but also help employees stay with the company and improve organizational performance. The scope of this study can be expanded in subsequent research by including longitudinal methodologies or comparison analysis across cities or industries in order to acquire a more comprehensive understanding.

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