

Original Article

Examining Variations in Work-Life Balance, Job Satisfaction and Employee Commitment across Employee Hierarchical Levels- A Study on IT Sector Employees

Dr. Poonam Kakkad¹, Naveena Suresh²

¹ Vice Principal, (IQAC Coordinator) Nirmala Memorial Foundation College, Kandivali

² Assistant Professor, Sree Narayana Guru College of Commerce, Research Scholar, Ramanand Arya D.A.V College, Bhandup

Email: poonamkakkad0803@gmail.com

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Abstract

Purpose

The present study aims to examine the variations in work-life balance, job satisfaction, and employee commitment across different hierarchical levels, namely entry-level, mid-level, and senior-level employees employed in IT sector. It seeks to understand how career stage and organisational position influence employees' perceptions of balance between professional and personal life, their level of satisfaction with the job, and their commitment towards the organisation.

Methodology

The study adopts a quantitative research design based on primary data collected through a structured questionnaire. The sample consists of employees representing entry, mid, and senior managerial levels from selected organisations. A stratified sampling technique is used to ensure representation of each hierarchical level. Standardised scales are employed to measure work-life balance, job satisfaction, and employee commitment.

Findings

The findings of the study indicate that there are **no statistically significant differences** in work-life balance, job satisfaction, and organizational commitment among entry level, mid level, and senior level employees. Although entry level employees reported slightly higher mean scores in job satisfaction and work-life balance, these differences were not significant. Similarly, organizational commitment remained almost uniform across all hierarchical levels. Overall, the results suggest that **job level does not have a meaningful impact** on employees' perceptions of satisfaction, commitment, or balance, and that these outcomes are likely influenced more by organizational and individual factors than by position in the hierarchy.

Practical implications

The study highlights the need for organisations to design **level-specific HR policies and work-life balance initiatives**. Flexible work arrangements, career development opportunities, participative management, and supportive leadership can enhance job satisfaction and organisational commitment at all levels. The findings will help HR managers and policymakers develop targeted strategies to improve employee well-being, productivity, and retention.

Keywords: Work-life balance, Job satisfaction, Employee commitment, Hierarchical levels

Introduction

In today's dynamic and highly competitive organizational environment, human resources are regarded as the most valuable asset for achieving sustained growth and productivity. Organizations are increasingly focusing on employee well-being and positive work attitudes as key drivers of performance and long-term success. Among the various factors influencing employee effectiveness, Work-Life Balance, Job Satisfaction, and Employee Commitment have emerged as crucial dimensions that determine both individual and organizational outcomes.

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Address for correspondence:

Dr. Poonam Kakkad, Vice Principal, (IQAC Coordinator) Nirmala Memorial Foundation College, Kandivali

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Work–Life Balance refers to the ability of employees to effectively manage professional responsibilities alongside personal and family life. With changing work structures, technological advancements, and increasing job demands, maintaining a healthy balance has become a major challenge across all hierarchical levels. Job Satisfaction reflects the extent to which employees feel fulfilled and content with their work, work environment, compensation, growth opportunities, and organizational policies. Employee Commitment, on the other hand, represents the psychological attachment and loyalty of employees toward their organization, which significantly influences retention, performance, and organizational citizenship behaviour.

Employees at different hierarchical levels—entry level, mid-level, and senior level—experience varying degrees of responsibility, authority, work pressure, decision-making power, and role expectations. These differences may lead to significant variations in their perception of work–life balance, satisfaction with their jobs, and level of commitment to the organization. For instance, entry-level employees may face challenges related to career uncertainty and workload, mid-level employees often struggle with role conflict and performance pressure, while senior-level employees deal with strategic responsibilities and time constraints. Understanding how these factors differ across hierarchical levels is essential for designing effective human resource policies, improving employee well-being, and enhancing organizational effectiveness. This study therefore aims to examine the variations in Work–Life Balance, Job Satisfaction, and Employee Commitment among employees at different hierarchical levels and to provide insights that can help organizations create level-specific strategies for employee engagement and retention.

Review Of Literature And Hypothesis Development

Work life balance

Sreya et al., (2023), throws light upon the importance of work life balance during the pandemic situation. This research paper was titled as “Emerging work environments in the pandemic era: a gendered approach to work-life balance programs” and published in the journal “Frontiers in Sociology”. This study was based on primary data which had responses from 385 selected females in IT sector in Kerala. Several statistical tools were used to analyse the data like EFA and CFA on the 7-point Likert scale. This paper investigated the impact of work from home on the satisfaction of female employees and regarding use of psychometric tests. The study mentioned that the issue of work life balance has a direct impact on employee’s performance.

Job Satisfaction

Montuori et al., (2022) in the journal article titled “Job Satisfaction: Knowledge, Attitudes, and Practices Analysis in a Well-Educated Population” which was published in the International Journal of Environmental Research and Public Health cites that job satisfaction has a huge impact on the quality of work life which involves social relationships, family connections, job turnover etc. This study focussed on a large metropolitan area in Italy. Data was collected from a sample size of 1043 respondents through questionnaire. The data was analysed using SPSS software in 2 stages. Knowledge, Attitude and Behaviour were the dependant variables. The questionnaire included questions about respondents’ knowledge about job satisfaction, their attitude towards job satisfaction and their behaviour towards job satisfaction. The study says that There is a positive correlation between job behaviours and attitude. The study concluded mentioning that the metropolitan population taken for the study have good knowledge about job satisfaction as well as a positive attitude.

Employee Commitment

Awasthy and Gupta (2010) investigated the **organizational commitment of Indian managers employed in multinational companies (MNCs)** in their research paper entitled “*Organizational Commitment of Indian Managers in Multinational Companies.*” Data were collected from **three MNCs representing Sweden, the United Kingdom, and Korea**, all operating as wholly owned subsidiaries in India. The researchers analyzed managerial perceptions using the **Allen and Meyer (1990) framework**, which delineates affective, continuance, and normative dimensions of commitment. The findings revealed that Indian managers mainly exhibited **continuance commitment**, indicating they were inclined to remain in their organizations due to perceived costs associated with leaving, such as loss of benefits or career stability. On the other hand, **normative commitment**—which reflects a sense of moral obligation to stay—was largely absent, while **affective commitment** varied across managers depending on their alignment with organizational values and leadership practices. This study provided key insights into how globalization and cultural differences impact employees’ sense of belonging and attachment within multinational corporate structures operating in India.

HYPOTHESES DEVELOPMENT

H1a: There is a significant difference in mean Job Satisfaction among at least one of the designations.

H1b: There is a significant difference in mean Organizational Commitment among at least one of the designations.

H1c: There is a significant difference in mean Work-Life Balance among at least one of the designations.

Research Methodology

Objectives of the Study

1. To examine the level of Work–Life Balance among employees at entry level, mid-level, and senior level positions.
2. To assess the degree of Job Satisfaction across different hierarchical levels in the organization.

3. To measure the level of Employee Commitment among entry level, mid-level, and senior level employees.
4. To compare Work–Life Balance, Job Satisfaction, and Employee Commitment across the three hierarchical levels.

Sample

The data was collected using convenience sampling method from 512 respondents over a period of 6 months (December 2023-June 2024). Data was collected using structured questionnaire which was based on Hayman's WLB scale, Spector's JS scale and Allen Meyer's Commitment scale. It was a close ended questionnaire with Likert scale questions.

Data Analysis

Table:-1 Profile of the respondents with respect to employment hierarchy.

Current position	Number	Percentage	Cumulative percentage
Entry-level	203	39.65	39.65
Mid-level	214	41.80	81.45
Senior-level	95	18.55	100.00
Total	512	100.00	

Measures

Validated scales were used to measure the constructs of work- life balance, and job satisfaction. All the constructs were measured on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). The responses were self-reported by the employees.

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
Job_Satisfaction	Entry-level	203	2.88621	1.131330	.079404	2.72964	3.04277	1.000	5.000
	Mid-level	214	2.70654	1.091346	.074603	2.55949	2.85360	1.000	4.800
	Senior level	95	2.92947	1.072467	.110033	2.71100	3.14795	1.100	5.000
	Total	512	2.81914	1.106052	.048881	2.72311	2.91517	1.000	5.000
Organizational Commitment	Entry-level	203	2.94467	.524017	.036779	2.87215	3.01718	2.000	3.882
	Mid-level	214	2.89364	.497918	.034037	2.82655	2.96074	2.059	4.000
	Senior level	95	2.95791	.469234	.048142	2.86232	3.05349	2.059	3.882
	Total	512	2.92580	.503148	.022236	2.88211	2.96948	2.000	4.000
Work_Life_Balance	Entry-level	203	2.79803	1.012681	.071076	2.65788	2.93818	1.000	5.000
	Mid-level	214	2.66151	.909606	.062179	2.53895	2.78408	1.000	5.000
	Senior level	95	2.61652	.855104	.087732	2.44232	2.79071	1.000	4.643
	Total	512	2.70729	.943641	.041703	2.62536	2.78922	1.000	5.000

Descriptive statistics across job levels reveal subtle variations in job satisfaction, organizational commitment, and work-life balance. Job satisfaction was highest among senior-level employees ($M = 2.93$, $SD = 1.07$), followed closely by entry-level employees ($M = 2.89$, $SD = 1.13$), while mid-level employees reported the lowest satisfaction ($M = 2.71$, $SD = 1.09$). In terms of organizational commitment, average scores were fairly consistent across levels, with senior-level employees again reporting the highest commitment ($M = 2.96$, $SD = 0.47$), followed by entry-level ($M = 2.94$, $SD = 0.52$) and mid-level ($M = 2.89$, $SD = 0.50$) staff. Regarding work-life balance, entry-level employees reported the most favourable perception ($M = 2.80$, $SD = 1.01$), while mid-level and senior-level employees reported slightly lower mean values ($M = 2.66$ and $M = 2.62$, respectively). These patterns suggest that employees at both the beginning and later stages of their careers may experience greater satisfaction and balance than those in mid-level roles. However, further inferential testing is needed to determine whether these differences are statistically significant.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Job_Satisfaction	Between Groups	4.783	2	2.391	1.962	.142
	Within Groups	620.350	509	1.219		
	Total	625.132	511			
Organizational Commitment	Between Groups	.391	2	.196	.772	.462
	Within Groups	128.972	509	.253		

	Total	129.364	511			
Work_Life_Balance	Between Groups	2.903	2	1.451	1.634	.196
	Within Groups	452.121	509	.888		
	Total	455.024	511			

A one-way ANOVA was conducted to examine whether job level (entry-level, mid-level, senior-level) significantly influenced employees' perceptions of job satisfaction, organizational commitment, and work-life balance. The analysis revealed that there were no statistically significant differences in any of the three variables across job levels. Specifically, job satisfaction did not vary significantly by job level, $F(2, 509) = 1.962$, $p = .142$; nor did organizational commitment, $F(2, 509) = 0.772$, $p = .462$; or work-life balance, $F(2, 509) = 1.634$, $p = .196$. These results suggest that employees' experiences in these domains may be relatively stable regardless of their job level within the organization.

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) Position	(J) Position	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Job_Satisfaction	Entry-level	Mid-level	.179665	.108161	.221	-.07458	.43391
		Senior level	-.043267	.137233	.947	-.36584	.27931
	Mid-level	Entry-level	-.179665	.108161	.221	-.43391	.07458
		Senior level	-.222932	.136104	.231	-.54286	.09699
	Senior level	Entry-level	.043267	.137233	.947	-.27931	.36584
		Mid-level	.222932	.136104	.231	-.09699	.54286
Organizational_Committment	Entry-level	Mid-level	.051020	.049318	.555	-.06491	.16695
		Senior level	-.013240	.062573	.976	-.16032	.13384
	Mid-level	Entry-level	-.051020	.049318	.555	-.16695	.06491
		Senior level	-.064260	.062058	.555	-.21013	.08161
	Senior level	Entry-level	.013240	.062573	.976	-.13384	.16032
		Mid-level	.064260	.062058	.555	-.08161	.21013
Work_Life_Balance	Entry-level	Mid-level	.136516	.092338	.302	-.08053	.35356
		Senior level	.181514	.117157	.269	-.09387	.45690
	Mid-level	Entry-level	-.136516	.092338	.302	-.35356	.08053
		Senior level	.044998	.116193	.921	-.22812	.31812
	Senior level	Entry-level	-.181514	.117157	.269	-.45690	.09387
		Mid-level	-.044998	.116193	.921	-.31812	.22812

Post hoc comparisons using the Tukey HSD test were conducted to further examine differences in job satisfaction, organizational commitment, and work-life balance across job levels. Consistent with the non-significant ANOVA results, no statistically significant differences were found between any pair of job levels for any of the three outcome variables. While entry-level employees reported slightly higher job satisfaction than mid-level employees (M difference = 0.18, $p = .221$), and slightly higher work-life balance than both mid-level (M difference = 0.14, $p = .302$) and senior-level employees (M difference = 0.18, $p = .269$), these differences were not statistically significant. Similarly, no significant differences in organizational commitment were observed among any job level comparisons (*all* $p > .5$).

These findings suggest that job level does not play a meaningful role in shaping employees' perceptions of satisfaction, commitment, or balance within this sample.

Limitations

1. Limited Sample and Geographical Coverage

The study is based on a restricted sample from a specific region/organization, which may limit the generalization of the findings to a wider population.

2. Use of Self-Reported Data

The responses are based on employees' perceptions and may be influenced by personal bias or inaccurate reporting.

3. Cross-Sectional Nature of the Study

The data is collected at a single point in time and therefore does not capture changes in Work–Life Balance, Job Satisfaction, and Employee Commitment over a longer period.

Findings

• No Significant Difference Across Job Levels

Post hoc comparisons using the Tukey HSD test revealed that there were no statistically significant differences in job satisfaction, organizational commitment, and work–life balance among entry level, mid-level, and senior level employees.

• Job Satisfaction

Entry level employees reported slightly higher job satisfaction than mid-level employees; however, the mean difference was not statistically significant, indicating that job level does not meaningfully influence satisfaction.

• Work–Life Balance

Although entry level employees showed marginally higher work–life balance compared to both mid-level and senior level employees, these differences were not significant.

• Organizational Commitment

Organizational commitment was found to be almost similar across all three job levels, with no significant pairwise differences.

• Overall Interpretation

The results indicate that hierarchical position does not significantly affect employees' perceptions of job satisfaction, work–life balance, or organizational commitment in the selected sample.

Conclusion

The present study examined whether differences exist in work–life balance, job satisfaction, and organizational commitment among employees at entry level, mid level, and senior level positions. The results of the ANOVA and subsequent Tukey HSD post hoc analysis revealed that no statistically significant differences were found across the three hierarchical levels for any of the variables. This indicates that job level does not play a decisive role in shaping employees' perceptions of their satisfaction, commitment, or balance between personal and professional life within the selected sample.

Although minor mean variations were observed — with entry level employees reporting slightly higher job satisfaction and work–life balance — these differences were not strong enough to be considered significant. Organizational commitment was also found to be consistent across all levels, suggesting a relatively uniform level of attachment to the organization irrespective of position.

Overall, the findings imply that factors other than hierarchical status, such as organizational culture, HR policies, leadership style, work environment, and individual expectations, may have a greater influence on employees' attitudes and experiences. Therefore, organizations should focus on inclusive and level-neutral employee welfare practices that enhance satisfaction, commitment, and work–life balance for all employees rather than designing policies based solely on job position.

In conclusion, the study highlights that employee well-being and commitment are not determined by job level alone, and a holistic, organization-wide approach is essential for improving these outcomes.

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