

# Balancing Roles: The Impact of Work-Life Integration on Female Job Satisfaction in Nepal's Service Sector

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## Abstract

This study examines the impact of work-life balance (WLB) on job satisfaction among female employees within Nepal's service sector, emphasizing five critical dimensions: welfare policy, flexible work hours, managerial support, work-family conflict, and job design. Grounded in Work-Life Border Theory and Herzberg's Two-Factor Theory, the research utilized a quantitative methodology, surveying a sample of 233 female employees from banking, healthcare, education, hospitality, and government sectors in Chitwan, Nepal. Data were analyzed through descriptive statistics, correlation, and multiple regression analyses. Results reveal that welfare policies and managerial support have a significant positive effect on job satisfaction, whereas flexible work hours and job design show positive but statistically non-significant influences. Conversely, work-family conflict negatively correlates with job satisfaction, highlighting persistent challenges in managing work and domestic demands. The study shows that gender-responsive practices, empathetic leadership, and culturally aware job design improve women's well-being and organizational results.. These results offer valuable implications for policymakers, managers, and scholars committed to fostering inclusive and sustainable workplace environments in Nepal.

**Keywords:** work-life balance, job satisfaction, female employees, welfare policy, managerial support, work-family conflict, service sector

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## Introduction

Female employees are increasingly contributing to Nepal's economic development, particularly in service sectors like banking and education. However, balancing professional and domestic responsibilities remains a significant challenge due to rigid organizational structures, cultural expectations, and inadequate support systems. Work-life balance (WLB) the ability to manage professional duties alongside personal obligations is a key determinant of job satisfaction (Yusnita et al., 2023). For women, this balance is especially critical, as they often shoulder dual roles involving caregiving and household duties in addition to workplace demands (Monteiro & Joseph, 2023). While some progress has been made through gender-responsive policies such as maternity leave and flexible hours, many organizations in Nepal still lack comprehensive support systems that promote sustainable work-life integration (Paudel, 2023). The absence of family-friendly policies, inflexible work schedules, and insufficient managerial support continues to undermine female employees' well-being and performance (Adisa et al., 2016).

Despite the rise in female workforce participation driven by better education and evolving social norms (Acharya & Bennett, 2003), many women still face work-family conflict, emotional exhaustion, and reduced job satisfaction due to poorly designed jobs and unsupportive leadership (Manandhar, 2021) (2023). Studies in Nepal have highlighted the lack of institutional policies tailored to women's needs, particularly in high pressure service environments (Devkota et al., 2025; Adhikari, 2019).

### **Problem Statement**

The rationale for this study on balancing roles and the impact of work-life integration on female job satisfaction in Nepal's service sector is grounded in the significant socio-cultural and organizational challenges faced by women workers in Nepal. Previous research highlights these complexities, such as Adhikari et al. (2024), who document the social challenges encountered by women in the hotel industry, emphasizing how workplace constraints and cultural expectations influence their professional experiences and satisfaction. Similarly, Karn et al. (2025) employ Maslow's Need Hierarchy Theory to analyze socio-cultural dynamics in Nepal, underscoring the vital role of fulfilling basic and psychological needs to improve employee well-being and motivation.

Further, investigations by Dahal et al. (2021) reveal how job satisfaction varies in Nepal's federal context, illustrating the intricate interplay of governance, policy, and individual fulfillment that shapes workplace outcomes. Mishra and Bhattarai (2025) stress the importance of prioritizing human resource management and apprenticeships to enhance productivity, thereby acknowledging organizational factors influencing employee satisfaction. Additionally, Mishra and Aithal (2022) discuss recruitment challenges, which compound work-life integration issues by influencing workforce stability and job quality. Lastly, Mishra and Mishra (2024) explore economic development concerns through education, signaling broader

structural factors affecting workers' lives, especially in marginalized regions such as Madhesh Province.

Together, these studies justify the present research by highlighting the need to explore how integrated work-life practices can influence female employees' job satisfaction within Nepal's service sector, by focusing on this intersection of gender, organizational dynamics, and psychological well-being, the research offers practical and policy level insights aligned with Sustainable Development Goal 5 on gender equality. The findings are expected to support the development of inclusive and empowering workplace strategies in the Nepalese context.

### **Research Objective**

This study aims to fill a critical research gap by examining the influence of five key dimensions of work-life balance welfare policy, flexible work hours, managerial support, work-family conflict, and job design on the job satisfaction of female employees in Nepalese service organizations.

### **Literature Review**

#### **Theoretical Foundations**

This study is underpinned by Work-Life Border Theory (Clark, 2000) and Herzberg's Two-Factor Theory (Herzberg, 1959). The Work-Life Border Theory views individuals as "border-crossers" navigating between professional and personal domains. The ease of this transition depends on the flexibility and permeability of these borders, and women often juggling caregiving responsibilities face heightened complexity (Greenhaus & Allen, 2011). Herzberg's theory categorizes job factors into motivators and hygiene elements. Flexible schedules and well-structured roles serve as motivators, while welfare provisions and supportive supervision function as hygiene factors both essential to ensure female job satisfaction and retention (Herzberg, 1959).

#### **Empirical Insights**

Global studies consistently affirm that effective work-life balance enhances job satisfaction, health,

and retention. Carlson et al. (2020) emphasized that organizational support particularly flexible hours and leave policies boosts well-being and reduces absenteeism. Supervisor support also plays a key role, particularly for women managing dual responsibilities (Forsyth & Polzer-Debruyne, 2007). Flexible work arrangements are linked to lower role conflict and higher satisfaction (Casper & Harris, 2008; Wheatley, 2016), while well-designed jobs enhance motivation. A SHRM (2023) survey found that 80% of employees reported greater satisfaction with flexible policies.

In the Nepalese context, research indicates that poor work-life balance, high workloads, and rigid schedules significantly reduce female job satisfaction (Pandey, 2020; Subedi & Bhandari, 2024). Studies by Thapa (2024) and Manandhar (2021) showed that flexible leave and managerial support notably improved satisfaction for working women. However, inflexible structures and a lack of gender-inclusive policies remain barriers (Devkota et al., 2025; Paudel, 2023), and women

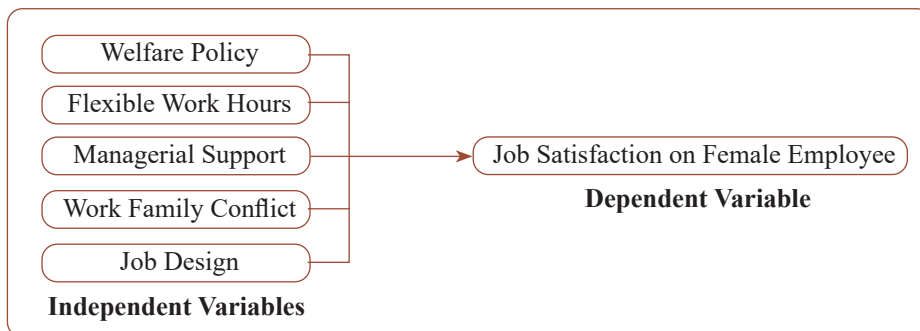
in private organizations often experience higher work-family conflict than those in public or NGO sectors (Pradhan et al., 2021).

### Key Constructs and Focus

This study investigates how five core factors influence job satisfaction among female employees in Nepalese service organizations: welfare policies, flexible work hours, managerial support, work-family conflict, and job design. Welfare provisions such as healthcare, safe environments, and childcare support enhance satisfaction (Devkota et al., 2015). Flexible hours and remote work options help women balance roles and reduce stress (Allen et al., 2013; Pandey, 2020). Managerial support, both emotional and policy-based, strengthens employee morale (Khanal & Saiju, 2020), while unresolved work-family conflict leads to dissatisfaction (Greenhaus & Beutell, 1985; Subedi, 2024). Lastly, job design that includes autonomy and meaningful tasks enhances engagement and satisfaction (Hackman & Oldham, 1976; Adhikari, 2019).

**Figure 1**

*Conceptual Framework*



*Note.* Mendis & Weerakkody (2017)

### Methodology

This study adopts a positivist research philosophy and a deductive approach to examine how work-life balance dimensions welfare policies, flexible work hours, managerial support, work-family conflict, and job design influence job satisfaction among female employees in Nepalese

service organizations. A descriptive and causal-comparative design was used to both outline existing conditions and explore cause-effect relationships. The study targeted female employees in commercial banks, hospitality, education sectors within Chitwan district, using purposive sampling due to feasibility constraints. Out of 286

questionnaires distributed, 233 valid responses were analyzed, ensuring sufficient sample size for statistical testing (Chaudhary, & Mishra, 2023).

Data was gathered via a structured, self-administered questionnaire with Likert-scale items and analyzed using SPSS and MS Excel. Descriptive statistics provided demographic and variable summaries, while correlation and regression analyses tested hypotheses. Reliability and validity checks, including Cronbach's alpha, ensured the internal consistency and credibility of the measurement scales. This rigorous methodology allowed the study to generate meaningful, generalizable insights into how work-life integration impacts female job satisfaction in Nepal's evolving service sector landscape.

## Results and Discussion

### Demographic Profile of the Respondents

The study surveyed 233 female employees from various service-oriented sectors across Nepal. The age distribution revealed that the majority of respondents (61.4%) fell within the 31 to 40 age group, indicating that most were in their prime working years. About 22.38% were aged between

21 to 30 years, 9.5% were below 20 years, and 6.72% were aged 41 and above. Regarding marital status, 80.25% of the respondents were married, 11.6% were single, 5.15% were widowed, and 3% were divorced. This suggests that the majority of participants bore family responsibilities, which are likely to impact their work-life balance and job satisfaction. In terms of family size, 35.19% had one child, 23.6% had two, 21.9% had more than two children, and 19.31% had no children. Educational qualifications of respondents were fairly high, with 51.5% holding a Bachelor's degree and 36.5% a Master's degree. A small percentage had only Intermediate-level education (10.72%), and just 1.28% had completed MPhil or PhD. Occupationally, 35.19% were employed in the banking sector, 23.6% in healthcare (nursing), 20.17% in education, 6.86% as government officers, 4.29% in hospitality, and 9.89% in other sectors. In terms of job position, 43.77% were at mid-level, 27.03% at entry-level, 20.17% at senior level, and 9.03% held managerial roles. This reflects a diverse yet balanced distribution across job levels and sectors.

**Table 1**

*Distribution of Respondents by Demographic Characteristics*

| Demographic Profile       | Frequency | Percent |
|---------------------------|-----------|---------|
| <b>Age Group</b>          |           |         |
| Below 20                  | 22        | 9.50    |
| 21-30                     | 52        | 22.38   |
| 31-40                     | 143       | 61.40   |
| 41 and above              | 16        | 6.72    |
| <b>Marital Status</b>     |           |         |
| Single                    | 27        | 11.60   |
| Married                   | 187       | 80.25   |
| Divorced                  | 7         | 3.00    |
| Widowed                   | 12        | 5.15    |
| <b>Number of Children</b> |           |         |
| None                      | 45        | 19.31   |
| One                       | 82        | 35.19   |

| Demographic Profile        | Frequency | Percent |
|----------------------------|-----------|---------|
| Two                        | 55        | 23.60   |
| More than two              | 51        | 21.90   |
| <b>Education Level</b>     |           |         |
| Intermediate               | 25        | 10.72   |
| Bachelor's Degree          | 120       | 51.50   |
| Master's Degree            | 85        | 36.50   |
| MPhil/ Phd                 | 3         | 1.28    |
| <b>Occupational Sector</b> |           |         |
| Hospitality                | 10        | 4.29    |
| Healthcare (Nurses)        | 55        | 23.60   |
| Banking                    | 82        | 35.19   |
| Education (Teachers)       | 47        | 20.17   |
| Government Officers        | 16        | 6.86    |
| Others (Please specify)    | 23        | 9.89    |
| <b>Occupational Sector</b> |           |         |
| Entry-Level                | 63        | 27.03   |
| Mid-Level                  | 102       | 43.77   |
| Senior-Level               | 47        | 20.17   |
| Managerial                 | 21        | 9.03    |

Note. Based on authors' calculation

### Reliability of Measures

To assess the internal consistency of the measurement tools, Cronbach's Alpha was calculated for each variable. All six constructs Job Satisfaction, Welfare Policy, Flexible Work Hours, Managerial Support, Work-Family Conflict, and Job Design had alpha values above the threshold of 0.7, indicating acceptable reliability. Specifically,

Flexible Work Hours showed the highest reliability ( $\alpha = 0.912$ ), followed by welfare Policy ( $\alpha = 0.845$ ), Job Satisfaction ( $\alpha = 0.839$ ), Managerial Support ( $\alpha = 0.828$ ), Work-Family Conflict ( $\alpha = 0.762$ ), and Job Design ( $\alpha = 0.743$ ). These results confirm that the items used to measure each variable were internally consistent and dependable for further analysis.

**Table 2**

*Cronbach's Alpha Values for Study Variables*

| S.N. | Variables            | Cronbach's Alpha | No.of Items | Remarks  |
|------|----------------------|------------------|-------------|----------|
| 1    | Job Satisfaction     | 0.839            | 5           | Reliable |
| 2    | Welfare Policy       | 0.845            | 5           | Reliable |
| 3    | Flexible Work Hour   | 0.912            | 5           | Reliable |
| 4    | Managerial Support   | 0.828            | 5           | Reliable |
| 5    | Work-Family Conflict | 0.762            | 5           | Reliable |
| 6    | Job Design           | 0.743            | 5           | Reliable |

Note. Based on author's calculation

### Descriptive Statistics

Descriptive statistics indicated that most variables scored above the neutral midpoint of 3 on the 5-point Likert scale, suggesting a generally favorable perception among the respondents. Welfare Policy received the highest mean score (3.87), followed by Flexible Work Hours (3.64) and Managerial Support (3.52). Job Satisfaction also showed a moderately high mean of 3.53, suggesting

that participants were relatively satisfied with their current jobs. Job Design had a mean of 3.30, while Work-Family Conflict was the only variable with a mean below the midpoint (2.89), indicating that this remains a significant concern among female employees. These descriptive patterns provide insight into areas where female employees perceive adequate support and areas where challenges persist.

**Table 3**

*Descriptive Statistics*

| Variables                  | Mean | SD   |
|----------------------------|------|------|
| Welfare Policy (WP)        | 3.87 | 0.48 |
| Flexible Work Hours (FWH)  | 3.64 | 0.53 |
| Managerial Support (MS)    | 3.52 | 0.57 |
| Work-Family Conflict (WFC) | 2.89 | 0.71 |
| Job Design (JD)            | 3.30 | 0.64 |
| Job Satisfaction (JS)      | 3.53 | 0.58 |

*Note.* Authors' calculation.

### Correlation Analysis

The correlation analysis revealed several important associations between the independent variables and job satisfaction. Welfare Policy demonstrated a positive and statistically significant correlation with Job Satisfaction ( $r = 0.226$ ), suggesting that better employee welfare provisions contribute to higher satisfaction levels. Similarly, Managerial Support ( $r = 0.214$ ) and Job Design ( $r = 0.176$ ) were also positively and significantly associated with Job Satisfaction. Flexible Work

Hours, while positively correlated ( $r = 0.097$ ), did not show statistical significance. Work-Family Conflict had a weak negative correlation with Job Satisfaction ( $r = -0.034$ ), indicating that although conflict exists, its direct statistical impact may be influenced by other moderating factors like resilience or family support. Overall, the correlations provide preliminary evidence that welfare, managerial behavior, and meaningful work design are more influential than flexible timing alone.

**Table 4**

*Correlation Matrix*

| Variables | WP    | FWH     | MS    | WFC    | JD     | JS     |
|-----------|-------|---------|-------|--------|--------|--------|
| WP        | 1.000 | 0.041** | 0.085 | -0.071 | 0.144  | 0.226  |
| FWH       |       | 1.000   | 0.060 | -0.005 | 0.121  | 0.097  |
| MS        |       |         | 1.000 | -0.063 | 0.108  | 0.214  |
| WFC       |       |         |       | 1.000  | -0.044 | -0.034 |
| JD        |       |         |       |        | 1.000  | 0.176  |
| JS        |       |         |       |        |        | 1.000  |



## Regression Analysis

Multiple regression analysis was performed to examine the extent to which the independent variables predicted Job Satisfaction. The model accounted for approximately 20.6% of the variance in Job Satisfaction (Adjusted  $R^2 = 0.189$ ,  $p < .001$ ), which is considered meaningful in the social sciences. Welfare Policy emerged as a significant predictor ( $B = 0.165$ ,  $p = .009$ ), confirming its essential role in shaping female employees' satisfaction. Managerial Support also had a significant impact ( $B = 0.144$ ,  $p = .018$ ), reinforcing

the importance of empathetic and responsive leadership. Although Job Design ( $B = 0.097$ ,  $p = .101$ ) and Flexible Work Hours ( $B = 0.078$ ,  $p = .253$ ) had positive coefficients, they were not statistically significant at the 5% level. Work-Family Conflict showed a small negative coefficient ( $B = -0.029$ ,  $p = .656$ ) and was also not significant. These findings highlight that while all factors contribute to job satisfaction in varying degrees, formal welfare policies and strong managerial support are the most influential among the variables studied.

**Table 5**

*Regression Coefficients for Predictors of Job Satisfaction*

| Predictor Variables        | Unstandardized Coefficient (B) | Std. Error | Standardized Coefficient (Beta) | t-Value | Sig. (p-value) |
|----------------------------|--------------------------------|------------|---------------------------------|---------|----------------|
| Constant                   | 2.195                          | 0.278      | —                               | 7.895s  | .000           |
| Welfare Policy (WP)        | 0.165                          | 0.062      | 0.172                           | 2.645   | .009           |
| Flexible Work Hours (FWH)  | 0.078                          | 0.068      | 0.071                           | 1.147   | .253           |
| Managerial Support (MS)    | 0.144                          | 0.061      | 0.158                           | 2.377   | .018           |
| Work Family Conflict (WFC) | -0.029                         | 0.065      | -0.027                          | -0.446  | .656           |
| Job Design (JD)            | 0.097                          | 0.059      | 0.093                           | 1.647   | .101           |

## Discussion of Major Findings

The analysis reveals that welfare policy significantly enhances job satisfaction among female employees by addressing essential needs such as maternity leave, healthcare, and family-friendly services. These provisions reduce stress and foster higher morale and retention. Especially within Nepal's private sector, organizations should prioritize formal welfare systems tailored to the specific requirements of female staff, consistent with observations by [Adhikari et al. \(2024\)](#), who highlight the social challenges women face in service industries. Welfare policies serve not only as practical supports but also as instruments for promoting gender equity and organizational commitment.

While flexible work hours did not exhibit statistical significance in the regression analysis, they remain practically important. Many female employees continue to balance professional duties

alongside significant household responsibilities, and flexible scheduling can provide crucial relief. Despite entrenched traditional work cultures in Nepal, the post-COVID-19 pandemic environment presents an opportunity for gradual adoption of more flexible work arrangements, which may lead to improved job satisfaction over time. This aligns with broader socio-cultural insights on evolving work dynamics in Nepal ([Karn et al., 2025](#)).

Managerial support emerged as a strong predictor of job satisfaction. Female employees value supervisors who demonstrate empathy, provide support, and foster open communication. In Nepal's typically hierarchical organizational settings, fostering gender-sensitive leadership and emotional intelligence through targeted training could nurture more inclusive and supportive workplaces. This is corroborated by [Mishra and Bhattarai \(2025\)](#), who underscore the productivity benefits of responsive human resource management.

Although work-family conflict showed a negative correlation with job satisfaction, its lack of statistical significance suggests the presence of buffering mechanisms—such as extended family networks, peer support, or individual coping strategies—that mitigate its direct effects. Nonetheless, organizations should continue to implement supportive interventions, including counseling, leave flexibility, and wellness programs, to alleviate these pressures and enhance employee well-being (Dahal et al., 2021).

Job design demonstrated a positive but statistically weak association with job satisfaction. Clear roles, autonomy, and meaningful tasks have the potential to increase employee motivation and engagement over time. Given the rigidity often observed in Nepalese organizational structures, revisiting job design to afford female employees greater creativity, growth opportunities, and leadership roles is imperative. This need is echoed by Mishra and Aithal (2022) and Mishra and Mishra (2024), who emphasize organizational adaptability and education's role in economic and workplace transformation.

## Conclusion

This study underscores the critical importance of integrated, gender-responsive workplace practices that are attuned to Nepal's socio-cultural realities and changing work environments. Through the examination of key work-life balance (WLB) dimensions—welfare policy, flexible work hours, managerial support, work-family conflict, and job design—among 233 female employees across multiple service sectors in Chitwan, the findings demonstrate that welfare policies and managerial support have a significant positive effect on job satisfaction. These results, grounded in Work-Life Border Theory and Herzberg's Two-Factor Theory, highlight the vital role of supportive benefits and empathetic leadership in fostering employee satisfaction.

Although flexible work hours and job design exhibited positive but statistically non-significant effects, the negative association of work-family

conflict with job satisfaction signals persistent challenges women face in balancing professional and domestic responsibilities. This reveals a continued need for organizational interventions that mitigate these tensions.

Overall, the study advocates for the implementation of gender-sensitive policies, empathetic management practices, and culturally appropriate job designs within Nepalese organizations. Such approaches are essential not only for enhancing female employees' well-being and job satisfaction but also for improving organizational effectiveness and contributing to sustainable socio-economic progress. In sum, adopting a humane and inclusive work-life balance framework is imperative to advance female workforce participation and foster equitable growth in Nepal's service sector.

## Implications of the Study

From an organizational standpoint, the findings underscore the importance of gender-responsive HR practices. This includes not only enhancing welfare policies and managerial training but also introducing flexible work models and job enrichment strategies. Organizations that invest in these areas are likely to see improved employee engagement, satisfaction, and performance. At the policy level, the study suggests that the government should enforce regulations promoting gender equity in the workplace. National labor laws must reflect global commitments such as SDG 5, encouraging flexible working, welfare measures, and inclusive employment policies. From a social perspective, the research highlights the need to challenge cultural norms that burden women with disproportionate domestic responsibilities. Promoting shared family duties, empowering women through education about labor rights, and supporting women's professional networks can lead to broader societal transformation. In terms of academic contribution, this study adds to the limited body of literature on gender, work-life balance, and job satisfaction in Nepal. It provides a foundation for future research to explore mediating



variables like resilience, organizational culture, or spousal support. Further qualitative studies could capture the lived experiences of women across various sectors and add depth to these quantitative insights.

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