



A STUDY ON WORK–LIFE BALANCE & EMPLOYEE SATISFACTION IN LOGISTICS COMPANIES

Dr. G. Vignesh¹, Ms. K. Abinaya^{2*},

^{1*} Associate Professor & Head – M. Com. IB. NGM College, Pollachi – 642001

² (24PI10) II M. Com. International Business, NGM College, Pollachi- 642001

*Corresponding Author: ngm@ngmc.org

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ABSTRACT

This study examines the critical role of work-life balance (WLB) within the high-pressure environment of the logistics industry. Characterized by demanding schedules, shift work, and rigorous delivery deadlines, the logistics sector presents unique challenges that often blur the lines between professional obligations and personal life. Work-life balance is defined as an individual's ability to harmonize professional duties with family and social commitments. The research highlights that while a healthy balance fosters increased job satisfaction, motivation, and organizational loyalty, an imbalance often triggers chronic stress, burnout, and diminished productivity. This paper explores current WLB practices, identifies the primary factors influencing equilibrium in logistics firms, and evaluates the resulting levels of employee satisfaction.

KEYWORDS: *Work-life balance, Logistics industry, Employee satisfaction, Job stress, Organizational commitment, Productivity, Shift work, Professional burnout, Employee motivation, Service sector.*

1.1 INTRODUCTION

In the current competitive business world, work-life balance has become a significant issue for employees, particularly in service sectors like logistics. The logistics industry is marked by long working hours, shift work, time constraints, and tight delivery schedules, which tend to impact employees' personal and family life. Work-life balance is defined as the capacity of an individual to balance work obligations with personal, family, and social commitments effectively. Employees who are able to maintain a good balance between work and personal life are likely to demonstrate higher levels of job satisfaction, motivation, and organizational commitment. Conversely, work-life imbalance can result in stress, burnout, absenteeism, and decreased productivity. In logistics firms, employees are often required to work longer hours, meet deadlines, and deal with work-related issues, making work-life balance a significant issue. As such, it is important to comprehend work-life balance practices among employees, determine the important factors that influence work-life balance, and analyze the level of employee satisfaction. This research paper aims to explore work-life balance practices and employee satisfaction in logistics firms

1.2 REVIEW OF LITERATURE

Sindhu and Anitha (2023) studied work–life balance among women IT employees. The study showed that long working hours and work pressure affected their personal life. Poor work–life balance increased stress and reduced job satisfaction. The study said that support from the organization helps employees balance work and personal life.



Naveen and Narayan (2023) studied work–life balance of employees in logistics companies in Chennai. The study found that long hours, heavy workload, and shift work affected employees’ work–life balance. Employees with good work–life balance were more satisfied with their jobs. The study suggested that companies should care more about employees.

From these studies, it is clear that work–life balance affects job satisfaction. Only a few studies focus on logistics companies. So, the present study focuses on work–life balance and employee satisfaction in logistics companies.

1.3 STATEMENT OF THE PROBLEM

The logistics sector is a significant sector for economic development. But the employees of logistics companies face difficulties in managing their work and personal life. The workload, working hours, work pressure, and lack of time impact their personal life. It can lead to stress, health problems, and dissatisfaction with their job. The majority of logistics companies consider work performance more than the well-being of the employees. The employees who are not able to manage their work and personal life experience dissatisfaction and stress. It can also lead to a decrease in their productivity. Thus, it is required to examine the ability of employees to manage their work and personal life, factors influencing work-life balance, and their level of satisfaction in logistics companies.

1.4 OBJECTIVE

- To study how employees balance their work and personal life.
- To find the main factors affecting work-life balance in logistics companies.
- To understand whether employees are satisfied with their work-life balance.

1.5 RESEARCH METHODOLOGY

The current research work is descriptive in nature and aims to analyze the work-life balance of employees working in logistics companies in the Coimbatore District. Both primary and secondary data were collected for the research work. Primary data were collected from 60 employees using a structured questionnaire. The convenience sampling method was used to select the respondents. Secondary data were collected from journals, books, and other related research articles. The collected data were analyzed using statistical methods such as Percentage Analysis and Chi-Square Test to establish the relationship between demographic variables and factors of work-life balance. The results were interpreted to form meaningful conclusions and related suggestions.

1.6 FINDINGS

a. Demographic Profile – Findings (Percentage Analysis)

Simple percentage analysis is used to study the demographic details and work–life balance factors of employees. It helps to understand and compare the data easily. The information collected from 61 respondents was converted into percentages for clear interpretation. This method gives a clear picture of the employees’ profile. The results of this analysis are also used as a base for further analysis.

Table 1
Demographic Profile

	Variables	Frequency of Respondents	Percentage (%)
Gender	Male	34	55.74
	Female	27	44.26

Age Group	Below 25	47	77.05
	25–35	9	14.75
	36–45	4	6.56
	Above 45	1	1.64
Marital Status	Single	50	81.97
	Married	11	18.03
Qualification	UG	37	60.66
	PG	24	39.34
Experience	0–2 Years	30	49.18
	3–5 Years	24	39.34
	6–10 Years	7	11.48
Working Hours	Below 8 Hours	24	39.34
	8–10 Hours	30	49.18
	Above 10 Hours	7	11.48
Employment Type	Full Time	61	100
Family Type	Nuclear	17	27.87
	Joint	44	72.13
Monthly Income (Rs.)	10000 - 100000	56	91.80
	100001 - 500000	5	8.20

b. Association Findings (Chi-Square Test)

In order to check whether there exist association between Working Hours and Job Stress, Experience and Job Satisfaction, Age Group and Job Satisfaction, Marital Status and Work Flexibility Chi-Square Test is been employed. The results are as below

Table 2
Cross Tabulation of Working Hours and Job Stress

Ho: There is no significant association between working hours and job stress

Ha: There is a significant association between working hours and job stress

WORKING HOURS	JOB STRESS			TOTAL	CHI-SQUARE
	LOW	MEDIUM	HIGH		
Below 8 Hours	4	5	1	10	27.685 (S)
8–10 Hours	1	33	4	38	
Above 10 Hours	0	6	7	13	
TOTAL	5	44	12	61	

Interpretation

From the above table, the calculated Chi-square value is 27.685 and the p-value is 0.000, which is less than 0.05. Hence, the null hypothesis is rejected and alternate hypothesis is accepted. Therefore, there is a significant association between working hours and job stress.

Table 3
Cross Tabulation of Experience and Job Satisfaction

Ho: There is no significant association between Experience and Job Satisfaction

Ha: There is a significant association between Experience and Job Satisfaction

EXPERIENCE	JOB SATISFACTION			TOTAL	CHI-SQUARE
	LOW	MEDIUM	HIGH		
0–2 Years	5	30	6	41	5.894 (NS)
3–5 Years	1	5	4	10	
6–10 Years	1	6	0	7	
Above 10 Years	0	2	1	3	
TOTAL	7	43	11	61	

Interpretation

The Chi-square value is 5.894 and the p-value is more than 0.05. So, the null hypothesis is accepted. There is no significant association between experience and job satisfaction. Job satisfaction does not depend on experience.

Table 4
Cross Tabulation of Experience and Job Satisfaction

Ho: There is no significant association between Age Group and Job Satisfaction

Ha: There is a significant association between Age Group and Job Satisfaction

AGE GROUP	JOB SATISFACTION			TOTAL	CHI-SQUARE
	LOW	MEDIUM	HIGH		
Below 25	6	33	8	47	6.423 (NS)
25–35	1	6	2	9	
36–45	0	4	0	4	

Above 45	0	0	1	1	
TOTAL	7	43	11	61	

Interpretation

The Chi-square value is 6.423 and the p-value is more than 0.05. So, the null hypothesis is accepted. There is no significant association between age group and job satisfaction. Job satisfaction is similar for all age groups.

Table 5
Cross Tabulation of Marital Status and Work Flexibility

Ho: There is no significant association between Marital Status and Work Flexibility

Ha: There is a significant association between Marital Status and Work Flexibility

MARITAL STATUS	WORK FLEXIBILITY			TOTAL	CHI-SQUARE
	LOW	MEDIUM	HIGH		
Single	9	30	11	50	2.713 (NS)
Married	0	9	2	11	
TOTAL	9	39	13	61	

Interpretation

The Chi-square value is 2.713 and the p-value is more than 0.05. So, the null hypothesis is accepted. There is no significant association between marital status and work flexibility. Work flexibility does not depend on marital status.

SUGGESTION

- Logistics companies should reduce long working hours to decrease employee stress.
- Proper shift scheduling can help employees maintain better work–life balance.
- Stress management programs can be conducted for employees.
- Management should regularly monitor employee workload.
- Flexible policies can be improved to enhance employee well-being.

CONCLUSION

This study focused on work–life balance and employee satisfaction in logistics companies. The Chi-square analysis results show that working hours have a significant relationship with job stress. Employees who work longer hours experience higher stress levels. This proves that working hours is an important factor affecting work–life balance.

The study also found that experience, age group, and marital status do not have a significant relationship with job satisfaction and work flexibility. This means these demographic factors do not strongly influence employees’ satisfaction level.

Overall, the study concludes that work-related factors, especially working hours, play a major role in

affecting employees' stress and work–life balance in logistics companies. Therefore, organizations should focus more on managing working hours and reducing stress to improve employee well-being and satisfaction.

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