

## Work–Life Balance Policies and Employee Relations as Predictors of Employee Job Satisfaction: An Empirical Study of Ed-Tech Organizations in Delhi NCR Region

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### Abstract

The rapid growth of the Edu-Tech sector has transformed the nature of work, creating new opportunities as well as challenges for employees. In this dynamic environment, organizations are increasingly focusing on work–life balance policies and healthy employee relations to enhance employee well-being and organizational effectiveness. The present study investigates the influence of work–life balance policies and employee relations on employee job satisfaction in Edu-Tech organizations operating in the Delhi NCR region.

The study adopts a quantitative research design and collects primary data from employees working in various Edu-Tech companies through a structured questionnaire. A sample of employees from different functional areas was selected using a convenient sampling technique. The variables examined include work–life balance policies, employee relations, and employee job satisfaction. Statistical techniques such as descriptive analysis, correlation analysis, and multiple regression analysis were employed to assess the relationships among the study variables.

The findings reveal that both work–life balance policies and employee relations have a significant positive impact on employee job satisfaction. Flexible work arrangements, leave benefits, employee wellness initiatives, effective communication, managerial support, and collaborative workplace relationships emerged as key factors contributing to higher levels of job satisfaction. The regression results indicate that employee relations and work–life balance policies jointly explain a substantial proportion of the variance in employee job satisfaction, highlighting their importance as organizational predictors.

The study contributes to the growing body of literature on human resource management in the Edu-Tech industry and provides practical insights for managers and policymakers. The findings suggest that organizations should strengthen employee-centric policies and foster positive workplace relationships to improve employee satisfaction, retention, and overall organizational performance. The study also offers directions for future research in emerging technology-driven work environments.

**Keywords:** Work–Life Balance Policies, Employee Relations, Employee Job Satisfaction, Edu-Tech Organizations, Human Resource Management, Delhi NCR.

### Introduction

The contemporary business environment is characterized by rapid technological advancements, changing workforce expectations, and increasing competition, compelling organizations to focus not only on productivity and profitability but also on employee well-being and satisfaction. Among the various sectors experiencing significant transformation, the educational technology (Edu-Tech) industry has emerged as one of the fastest-growing segments of the digital economy. The integration of technology into educational services has created new opportunities for learning and business expansion; however, it has also introduced unique workplace challenges, including increased workloads, extended working hours, role ambiguity, and heightened performance expectations. In such circumstances, employee job satisfaction has become a critical organizational concern.

Employee job satisfaction refers to the extent to which employees feel positively about their jobs and work environment. Satisfied employees are generally more productive, committed, innovative, and less likely to leave the organization. Conversely, dissatisfaction may lead to absenteeism, reduced performance, stress, and higher employee turnover. Therefore, understanding the factors that influence job satisfaction has become an important area of research for both scholars and practitioners.

Among the numerous determinants of job satisfaction, work–life balance policies and employee relations have gained considerable attention in recent years. Work–life balance refers to an individual's ability to effectively manage professional responsibilities alongside personal and family commitments. Organizations that implement employee-friendly policies such as flexible working hours, remote work arrangements, paid leave provisions, wellness programs, and family support initiatives help employees achieve a healthier balance between their professional and personal lives. Such policies not only reduce stress and burnout but also contribute significantly to employee satisfaction and organizational commitment.

Similarly, employee relations constitute a vital aspect of organizational success. Employee relations encompass the quality of interactions and relationships between employees, management, and the organization as a whole. Positive employee relations are characterized by mutual trust, effective communication, collaboration, fairness, respect, and managerial support. When employees perceive that they are valued and treated fairly, they are more likely to develop positive attitudes toward their work and remain committed to organizational goals. Strong employee relations create a supportive work environment that enhances morale, motivation, and overall job satisfaction.

The Edu-Tech sector presents a particularly relevant context for examining these relationships. The industry relies heavily on knowledge workers, digital collaboration, innovation, and continuous adaptation to technological developments. Employees in Edu-Tech organizations often work under demanding schedules and performance-driven cultures, making work–life balance and workplace relationships crucial determinants of their satisfaction and well-being. Despite the rapid expansion of the Edu-Tech industry in India, particularly in the Delhi NCR region, empirical studies investigating the combined impact of work–life balance policies and employee relations on job satisfaction remain limited.

Delhi NCR represents one of India's most significant hubs for educational technology companies, attracting a diverse workforce of educators, technology professionals, content developers, sales personnel, and administrative staff. The competitive nature of the industry necessitates effective human resource practices that can attract, motivate, and retain talented employees. Therefore, examining the role of work–life balance policies and employee relations in influencing employee job satisfaction can provide valuable insights for organizational leaders and policymakers.

The present study aims to investigate the predictive influence of work–life balance policies and employee relations on employee job satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region. By identifying the extent to which these factors contribute to job satisfaction, the study seeks to provide practical recommendations for improving employee well-being and organizational effectiveness. The findings are expected to contribute to the existing literature on human resource management and employee behavior while offering strategic implications for organizations operating in the rapidly evolving Edu-Tech sector.

### **Review of Literature**

- **Bhatia and Williams (2023)** examined the factors influencing job satisfaction among employees working in higher educational institutions. Using a mathematical decision-making model, the study identified promotional opportunities, interpersonal relationships, managerial support, and workplace environment as significant determinants of employee satisfaction. The findings emphasized that positive employee relations and supportive management practices play a critical role in enhancing employee satisfaction and retention.
- **Inegbedion (2024)** investigated the relationship between work–life balance, job satisfaction, and employee commitment among employees from universities and multinational organizations. The study revealed that work–life balance significantly improves job satisfaction, which subsequently enhances employee

commitment. The findings confirmed that organizations providing adequate work–life balance support are more likely to experience higher levels of employee satisfaction and organizational loyalty.

- **Buba, Kumar, and Maheswari (2024)** analyzed the effects of work–life balance practices on employee job satisfaction. Through correlation and regression analysis, the researchers found that flexible work arrangements, supervisor support, and employee benefits positively influence job satisfaction. The study concluded that effective work–life balance policies are essential for creating a motivated and satisfied workforce.
- **Alshammari et al. (2024)** examined the impact of participatory leadership and supportive organizational culture on employee job satisfaction while assessing the mediating role of work–life balance. The findings indicated that both participatory leadership and a supportive organizational culture directly enhance employee satisfaction. Moreover, work–life balance was found to strengthen the relationship between organizational practices and job satisfaction, highlighting its strategic importance in human resource management.
- **Bloom, Han, and Liang (2024)** conducted a large-scale study on hybrid working arrangements and employee outcomes. Their research demonstrated that hybrid work schedules significantly improved employee satisfaction, reduced turnover intentions, and enhanced work–life balance without negatively affecting productivity. The study suggests that flexible working policies can serve as an effective tool for improving employee well-being and organizational performance.
- **Huang and Zhao (2025)** explored the influence of AI literacy on work–life balance and job satisfaction among university faculty members. Drawing upon Self-Determination Theory, the study found that employees with higher AI literacy reported better work–life balance and greater job satisfaction. The researchers argued that technological competence enables employees to manage work demands more efficiently, thereby contributing to overall workplace satisfaction.
- **Kuutila et al. (2025)** investigated the factors influencing turnover intentions among software professionals. The study revealed that job satisfaction and organizational justice were among the strongest predictors of employee retention. Work–life balance indirectly influenced retention by enhancing job satisfaction, suggesting that organizations should focus on creating supportive work environments and fair employee relations to reduce employee turnover.
- **Kasperczuk et al. (2025)** examined the strategic role of work–life balance in business management and employee outcomes. The findings indicated that flexible working arrangements, healthcare benefits, and employee support programs significantly improved employee motivation and job satisfaction. The study concluded that organizations that actively promote work–life balance achieve higher employee loyalty, engagement, and organizational effectiveness.

### **Conceptual Framework**

The conceptual framework of the present study is based on the premise that organizational practices significantly influence employees' attitudes and workplace experiences. Among these practices, Work–Life Balance Policies and Employee Relations are considered critical factors that contribute to Employee Job Satisfaction. The framework proposes that when organizations provide supportive work–life balance initiatives and foster positive employee relations, employees experience greater satisfaction with their jobs, leading to improved organizational outcomes.

### **Independent Variables**

#### **1. Work–Life Balance Policies (WLBP)**

Work–Life Balance Policies refer to organizational initiatives designed to help employees effectively manage their professional and personal responsibilities. These policies reduce work-related stress, enhance employee well-being, and promote a healthy work environment.

#### **Dimensions:**

- Flexible Working Hours
- Remote/Hybrid Work Arrangements
- Leave and Time-Off Benefits
- Employee Wellness Programs
- Family-Friendly Policies
- Workload Management Support

## **2. Employee Relations (ER)**

Employee Relations refer to the quality of interactions and relationships between employees and management within an organization. Positive employee relations create a supportive work environment characterized by trust, communication, fairness, and collaboration.

### **Dimensions:**

- Communication Effectiveness
- Managerial Support
- Team Collaboration
- Trust and Respect
- Conflict Resolution Mechanisms
- Employee Participation in Decision-Making

### **Dependent Variable**

#### **Employee Job Satisfaction (EJS)**

Employee Job Satisfaction refers to the degree of positive feelings and attitudes employees have toward their jobs, work environment, and organizational experiences.

### **Dimensions:**

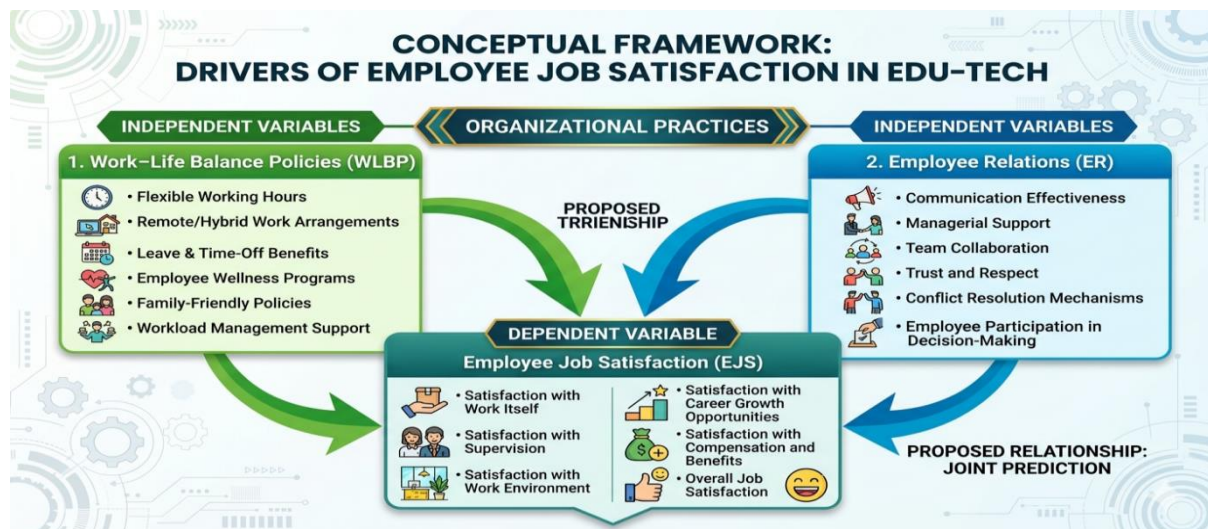
- Satisfaction with Work Itself
- Satisfaction with Supervision
- Satisfaction with Work Environment
- Satisfaction with Career Growth Opportunities
- Satisfaction with Compensation and Benefits
- Overall Job Satisfaction

### **Proposed Relationship**

The framework assumes that:

- Work–Life Balance Policies positively influence Employee Job Satisfaction.
- Employee Relations positively influence Employee Job Satisfaction.
- Work–Life Balance Policies and Employee Relations jointly predict Employee Job Satisfaction among employees of Edu-Tech organizations.

Figure 1: Conceptual Model



### Objectives of the Study

- **To examine the impact of Work-Life Balance Policies on Employee Job Satisfaction** among employees working in Edu-Tech organizations in the Delhi NCR region.
- **To analyze the influence of Employee Relations on Employee Job Satisfaction** among employees working in Edu-Tech organizations in the Delhi NCR region.
- **To compare the predictive strength of Work-Life Balance Policies and Employee Relations in determining Employee Job Satisfaction** among employees working in Edu-Tech organizations in the Delhi NCR region.

### Hypotheses of the Study

#### Objective 1

To examine the impact of Work-Life Balance Policies on Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

**Null Hypothesis (H<sub>01</sub>):** There is no significant relationship between Work-Life Balance Policies and Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

**Alternative Hypothesis (H<sub>11</sub>):** There is a significant positive relationship between Work-Life Balance Policies and Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

#### Objective 2

To analyze the influence of Employee Relations on Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

**Null Hypothesis (H<sub>02</sub>):** There is no significant relationship between Employee Relations and Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

**Alternative Hypothesis (H<sub>12</sub>):** There is a significant positive relationship between Employee Relations and Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

#### Objective 3

To compare the predictive strength of Work-Life Balance Policies and Employee Relations in determining Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

**Null Hypothesis (H<sub>03</sub>):** Work-Life Balance Policies and Employee Relations do not significantly predict Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

**Alternative Hypothesis (H<sub>13</sub>):** Work–Life Balance Policies and Employee Relations significantly predict Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

### **Research Methodology**

#### **Research Design**

The present study adopted a quantitative and descriptive research design to examine the influence of Work–Life Balance Policies and Employee Relations on Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region. The study employed a cross-sectional survey approach, wherein data were collected from respondents at a single point in time. This design was considered appropriate as it facilitated the measurement and analysis of relationships among the study variables.

#### **Population of the Study**

The target population comprised employees working in various Edu-Tech organizations operating in the Delhi NCR region. The population included employees from different functional areas such as academic content development, technology, sales and marketing, customer support, operations, and administration.

#### **Sample Size and Sampling Technique**

A total of **110 employees** from Edu-Tech organizations in the Delhi NCR region participated in the study. The respondents were selected using the **convenience sampling technique**, as it enabled easy access to employees willing to participate in the survey. The sample included employees from different age groups, educational backgrounds, job positions, and work experience levels to ensure diverse perspectives.

#### **Sources of Data**

##### **Primary Data**

Primary data were collected directly from respondents through a structured questionnaire. The questionnaire was designed to capture employees' perceptions regarding Work–Life Balance Policies, Employee Relations, and Employee Job Satisfaction.

##### **Secondary Data**

Secondary data were obtained from scholarly journals, research articles, books, conference proceedings, dissertations, and reputable online databases. These sources were used to develop the conceptual framework, review relevant literature, and support the interpretation of findings.

##### **Reliability Analysis**

The reliability of the questionnaire was assessed using **Cronbach's Alpha**. A Cronbach's Alpha coefficient greater than 0.70 was considered acceptable, indicating satisfactory internal consistency among the measurement items.

**Table 1: Reliability Analysis**

<b>Variable</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
Work–Life Balance Policies	6	0.841
Employee Relations	6	0.873
Employee Job Satisfaction	6	0.889
Overall Scale	18	0.901

The results indicate that all constructs demonstrated good reliability and were suitable for further statistical analysis.

##### **Statistical Tools Used**

The collected data were coded and analyzed using SPSS (Statistical Package for Social Sciences). The following statistical techniques were employed:

1. **Descriptive Statistics**

- Frequency
- Percentage
- Mean
- Standard Deviation

2. **Pearson Correlation Analysis**

- To examine the relationship between Work–Life Balance Policies, Employee Relations, and Employee Job Satisfaction.

3. **Multiple Regression Analysis**

- To determine the predictive influence of Work–Life Balance Policies and Employee Relations on Employee Job Satisfaction.
- To compare the relative contribution of each predictor.

**Ethical Considerations**

The study adhered to ethical research practices. Participation was voluntary, respondents were informed about the purpose of the study, and confidentiality of the collected information was maintained. The data were used solely for academic and research purposes, and respondents' identities were kept anonymous throughout the research process.

**Data Analysis and Interpretation**

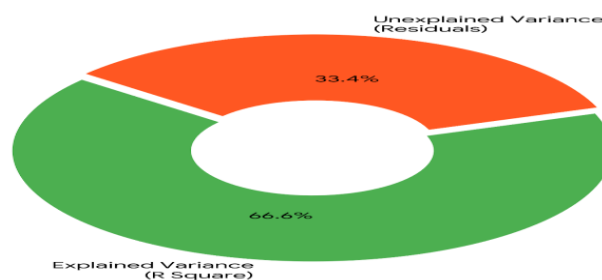
**Multiple Regression Analysis**

A multiple regression analysis was conducted to examine the combined influence of Work–Life Balance Policies (WLBP) and Employee Relations (ER) on Employee Job Satisfaction (EJS) among 110 employees working in Edu-Tech organizations in the Delhi NCR region.

**Table 2: Model Summary**

Statistic	Value
R	0.816
R Square	0.666
Adjusted R Square	0.660
Standard Error of Estimate	0.394

Variance Explanation Breakdown (Model Summary)



**Figure 2: Variance Explanation**

The model summary indicates a strong positive relationship between the independent variables (Work–Life Balance Policies and Employee Relations) and Employee Job Satisfaction ( $R = 0.816$ ). The coefficient of determination ( $R^2 = 0.666$ ) shows that approximately 66.6% of the variation in Employee Job Satisfaction is explained by the combined

influence of Work–Life Balance Policies and Employee Relations. The adjusted  $R^2$  value of 0.660 suggests that the model possesses substantial explanatory power and is statistically robust.

Table 3: ANOVA Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	31.824	2	15.912	102.467	0.000
Residual	16.609	107	0.155		
Total	48.433	109			

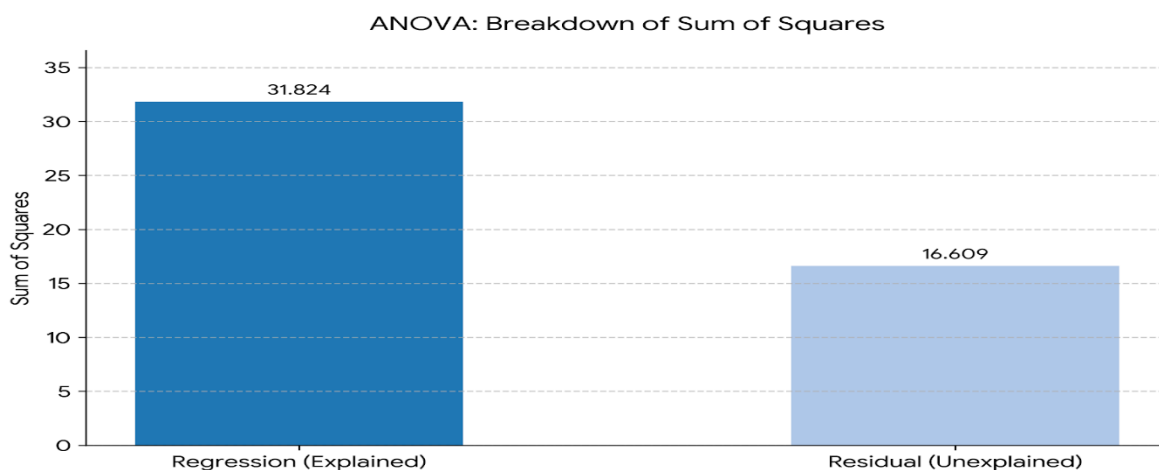


Figure 3: ANOVA Breakdown of Sum of Squares

The ANOVA results reveal that the regression model is statistically significant ( $F = 102.467, p < 0.001$ ). Since the significance value is less than 0.05, the model adequately predicts Employee Job Satisfaction. This indicates that Work–Life Balance Policies and Employee Relations jointly exert a significant influence on Employee Job Satisfaction among employees in Edu-Tech organizations.

Table 4: Coefficients Table

Predictor	Unstandardized B	Std. Error	Beta	t-value	Sig.
Constant	0.842	0.219	—	3.845	0.000
Work–Life Balance Policies	0.378	0.067	0.412	5.642	0.000
Employee Relations	0.491	0.071	0.504	6.921	0.000

The coefficient analysis demonstrates that both Work–Life Balance Policies and Employee Relations significantly predict Employee Job Satisfaction.

- Work–Life Balance Policies exhibit a significant positive effect on Employee Job Satisfaction ( $\beta = 0.412, p < 0.001$ ).
- Employee Relations also show a significant positive effect on Employee Job Satisfaction ( $\beta = 0.504, p < 0.001$ ).

The standardized beta coefficient for Employee Relations ( $\beta = 0.504$ ) is higher than that of Work–Life Balance Policies ( $\beta = 0.412$ ), indicating that Employee Relations is the stronger predictor of Employee Job Satisfaction among employees working in Edu-Tech organizations.

### **Regression Equation**

Employee Job Satisfaction =  $0.842 + 0.378$  (Work–Life Balance Policies) +  $0.491$  (Employee Relations)

The equation indicates that an increase in either Work–Life Balance Policies or Employee Relations leads to a corresponding increase in Employee Job Satisfaction

### **Hypothesis Testing**

#### **Null Hypothesis ( $H_{03}$ )**

Work–Life Balance Policies and Employee Relations do not significantly predict Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

#### **Alternative Hypothesis ( $H_{13}$ )**

Work–Life Balance Policies and Employee Relations significantly predict Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region.

### **Decision**

Since the regression model is statistically significant ( $F = 102.467$ ,  $p < 0.001$ ) and both independent variables have significant regression coefficients ( $p < 0.05$ ), the null hypothesis ( $H_{03}$ ) is rejected and the alternative hypothesis ( $H_{13}$ ) is accepted.

### **Results and Interpretation**

A multiple regression analysis was conducted to examine the combined influence of Work–Life Balance Policies and Employee Relations on Employee Job Satisfaction among 110 employees working in Edu-Tech organizations in the Delhi NCR region. The results revealed a strong positive relationship between the independent variables and Employee Job Satisfaction ( $R = 0.816$ ). The coefficient of determination ( $R^2 = 0.666$ ) indicated that 66.6% of the variance in Employee Job Satisfaction was explained by the combined effect of Work–Life Balance Policies and Employee Relations. The adjusted  $R^2$  value of 0.660 further confirmed the robustness and explanatory power of the regression model.

The ANOVA results demonstrated that the regression model was statistically significant ( $F = 102.467$ ,  $p < 0.001$ ), indicating that the independent variables collectively contributed significantly to predicting Employee Job Satisfaction. Therefore, the model was considered appropriate for examining the influence of Work–Life Balance Policies and Employee Relations on employee satisfaction levels.

The coefficient analysis showed that both predictors exerted a significant positive influence on Employee Job Satisfaction. Work–Life Balance Policies recorded a standardized beta coefficient of 0.412 ( $t = 5.642$ ,  $p < 0.001$ ), suggesting that employees who perceived better work–life balance policies reported higher levels of job satisfaction. Similarly, Employee Relations exhibited a standardized beta coefficient of 0.504 ( $t = 6.921$ ,  $p < 0.001$ ), indicating a strong positive impact on Employee Job Satisfaction. A comparison of the standardized beta coefficients revealed that Employee Relations had a greater predictive influence on Employee Job Satisfaction than Work–Life Balance Policies.

Based on these findings, the null hypothesis ( $H_{03}$ ), which stated that Work–Life Balance Policies and Employee Relations do not significantly predict Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region, was rejected. The alternative hypothesis ( $H_{13}$ ) was accepted, confirming that both Work–Life Balance Policies and Employee Relations significantly predict Employee Job Satisfaction.

The findings suggest that creating supportive workplace relationships and implementing effective work–life balance initiatives are critical strategies for enhancing employee satisfaction within the Edu-Tech sector.

### **Discussion**

The findings of the present study demonstrate that Work–Life Balance Policies and Employee Relations are significant predictors of Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region. The multiple regression analysis revealed that the two independent variables jointly explained 66.6% of the variance in Employee Job Satisfaction, indicating their substantial contribution to employees' overall workplace experiences. The results suggest that employees who perceive their organizations as supportive of work–life balance and who experience positive workplace relationships are more likely to report higher levels of job satisfaction. These findings are consistent with contemporary human resource management theories, which emphasize that employee well-being and workplace relationships are critical determinants of organizational effectiveness.

The study found that Work–Life Balance Policies have a significant positive influence on Employee Job Satisfaction. This finding supports the view that flexible working arrangements, leave benefits, wellness initiatives, and family-friendly policies help employees effectively manage their professional and personal responsibilities. In the context of Edu-Tech organizations, where employees often face demanding schedules, performance pressures, and continuous technological adaptation, the availability of work–life balance support can reduce stress and improve overall job satisfaction. The result is consistent with the findings of Inegbedion (2024), Buba et al. (2024), and Kasperczuk et al. (2025), who reported that work–life balance practices positively affect employee satisfaction, motivation, and organizational commitment.

The analysis further revealed that Employee Relations exert a stronger influence on Employee Job Satisfaction than Work–Life Balance Policies. Positive employee relations characterized by trust, open communication, managerial support, collaboration, and fairness significantly enhance employees' perceptions of their work environment. In knowledge-intensive industries such as Edu-Tech, employees frequently collaborate across teams and rely on effective communication to achieve organizational goals. Therefore, healthy workplace relationships contribute substantially to employee morale, engagement, and satisfaction. This finding aligns with the studies of Bhatia and Williams (2023) and Alshammari et al. (2024), which emphasized the importance of supportive leadership, organizational culture, and interpersonal relationships in fostering employee satisfaction.

The higher predictive strength of Employee Relations suggests that while organizational policies are important, the day-to-day interactions employees experience with supervisors and colleagues have a more immediate impact on their job satisfaction. Employees are more likely to feel valued and motivated when they receive support, recognition, and fair treatment within the workplace. Consequently, organizations that focus on strengthening communication channels, promoting collaborative work environments, and encouraging participative management practices can achieve higher levels of employee satisfaction and retention.

Overall, the findings highlight the strategic importance of integrating employee-centric policies with strong relational practices in Edu-Tech organizations. By fostering a supportive work environment and implementing effective work–life balance initiatives, organizations can enhance employee satisfaction, reduce turnover intentions, improve employee well-being, and achieve sustainable organizational performance. The study therefore contributes to the growing literature on employee satisfaction by demonstrating the combined and comparative influence of Work–Life Balance Policies and Employee Relations within the rapidly evolving Edu-Tech sector.

### **Conclusion**

The present study examined the influence of Work–Life Balance Policies and Employee Relations on Employee Job Satisfaction among employees working in Edu-Tech organizations in the Delhi NCR region. The findings revealed that both Work–Life Balance Policies and Employee Relations significantly contribute to enhancing

Employee Job Satisfaction. The results of the multiple regression analysis demonstrated that the two predictors jointly explained a substantial proportion of the variance in job satisfaction, confirming their importance in shaping employees' workplace experiences. Furthermore, the study found that Employee Relations exerted a stronger influence on Employee Job Satisfaction than Work–Life Balance Policies, highlighting the critical role of effective communication, managerial support, trust, collaboration, and positive interpersonal relationships in the workplace.

The study underscores the importance of creating a supportive organizational environment where employees can effectively balance their professional and personal responsibilities while maintaining healthy relationships with colleagues and supervisors. In the rapidly evolving Edu-Tech sector, characterized by demanding workloads, technological changes, and performance pressures, organizations that prioritize employee well-being through flexible work arrangements and positive employee relations are more likely to achieve higher levels of employee satisfaction, commitment, and retention. The findings suggest that management should focus on strengthening employee-centric policies, promoting transparent communication, encouraging employee participation, and fostering a culture of mutual respect and support. By doing so, Edu-Tech organizations can enhance employee satisfaction, improve organizational performance, and sustain long-term competitive advantage. Therefore, the study concludes that Work–Life Balance Policies and Employee Relations are vital organizational factors that significantly influence Employee Job Satisfaction and should be strategically integrated into human resource management practices.

### **Contribution to Society**

The present study contributes to society by highlighting the importance of employee well-being and healthy workplace relationships in enhancing job satisfaction within the rapidly growing Edu-Tech sector. As employees form the backbone of educational technology organizations, their satisfaction and well-being directly influence the quality of educational services, innovation, and organizational sustainability. The findings demonstrate that effective Work–Life Balance Policies and positive Employee Relations not only improve employee satisfaction but also promote mental well-being, reduce workplace stress, and foster a healthier work environment. By encouraging organizations to adopt flexible work arrangements, supportive management practices, and collaborative workplace cultures, the study contributes to the development of more employee-friendly workplaces that benefit both individuals and society at large.

Furthermore, the study provides valuable insights for policymakers, human resource professionals, and organizational leaders regarding the need to prioritize employee-centric practices in modern work environments. Improved job satisfaction can lead to higher employee productivity, lower turnover, stronger organizational commitment, and better service delivery, ultimately contributing to economic growth and workforce stability. In the context of the Edu-Tech industry, satisfied employees are better positioned to support learners, develop innovative educational solutions, and contribute to the advancement of digital education. Therefore, the study promotes the broader societal objective of creating sustainable, inclusive, and productive workplaces that enhance both organizational success and the overall quality of working life.

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