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The Impact of Work Life Conflicts on Employees’ Job Satisfaction in Hotel Industry

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Abstract

In today’s fast paced world, the increasing prevalence of work-life conflicts and the increasing concern about work-life issues present both challenges and opportunities for human resource professionals. Though work-life conflicts were initially construed as a concern that only affects working mothers, it has now been recognised as a vital issue for employees of all the classes. The employees in present are more involved in their jobs than the ones in the previous decades. The long working hours, work pressure, high demanding jobs, made it difficult for employees to keep a balance between their job and family life. The Sri Lankan Hotel Industry is also characterised by long and odd working hours, heavy work pressure, demanding clients, and pressing deadlines which always bring conflicts for its employees. If the organisation is lacking a supportive work culture, employee’s job satisfaction and the retention may become a challenge. This paper presents the results of a study undertaken to understand the work life conflicts and its impact on employee job satisfaction among the employees in Sri Lankan hotel sector. A sample of 120 employees was taken from the hotels operated in Southern Province. Primary data was collected through a survey questionnaire, and analysed with the help of SPSS23.0 statistical tools. The findings of the study indicate that work life conflicts have a negative impact on job satisfaction; so, by decreasing the work life conflicts, the job satisfaction of the employees could be increased.

Keywords: *Hotel industry, Job satisfaction, Retention, Work life issues, Work life conflict*

1. Introduction

A person plays different roles in the span of life; as a worker, and as a non-worker which includes roles such as a father, a spouse, a friend, a sibling, etc. Work life conflicts arise when the time and energy is not enough to satisfy one role and it is difficult to participate in the other (Duxbury et al., 2001). Work life conflict is also defined as a 'push and pull between family and work responsibilities' (Nancy, 2003). The traditional model of the family structure is rapidly changing and currently the dual-earning families are high in the society (Bruck, Allen & Spector, 2002). These changes increase the likelihood that individuals have to come up with different demands and these demands can lead to conflicts and stress (Ibid). Now, it is no longer a matter of remuneration and promotional prospects; job seekers are increasingly making employment decisions on how well their workplace can support a balance between the personal life and the occupation (Tanvi & Fatama 2012).

When considering tourism, Sri Lanka is a wonderful tourist destination. Over the years tourism in Sri Lanka has developed significantly (Jayawardena & Miththapala, 2013). The statistics of the Sri Lanka Tourism Development Authority (SLTDA) indicate that Sri Lanka could reach 2.5 million tourist arrivals target by 2018; hence, there will be a need of 101,232 hotel employees in 2018 (Ibid). The country therefore needs to have 43,452 new workers in the field of tourism, in order to serve the estimated 2.5 million guests, and it reveal that there is a huge gap between the actual number of employees and the expected number of employees (Ibid). Therefore the existing employees have to work long hours and deal with the work load, pressure and work conflicts which affect the level of their job satisfaction. Thus, in this study, the researcher studied the nature and the impact of work life conflicts and job satisfaction of the workers in the Southern Province hotel industry.

2. Research problem

Berta (2002) suggests that work life conflicts contribute to a high turnover in the restaurant industry. Late hours, long hours, and inflexible working conditions are the characteristics of hotel jobs, that result in highly stressful work and family environments. Managers often complain that "time spent on the job interferes with the time spent with family and friends". The researcher has found that one of the selected hotel has annually invested millions of money to reduce their employees' work life conflicts.

Table 01: Annual Investment on Reducing Employee Work Life Conflict Issues

Counseling sessions for Managers	600,000.00
Counseling sessions for Employees	660,000.00
For management consultant	960,000.00
In house counseling	480,000.00
Total	2,700,000.00

Source: Annual T&D Budget of the Sandhya, Ahangama, (2017)

Even though the company has spent Rs.2,700,00 for reducing the work life conflicts among the employees, unfortunately the company’s statistical figures reveal that the employees' job satisfaction has been significantly decreasing as the number of grievances among employees have been increasing during the past years. The researcher has discovered the following figures regarding the grievances of the employees in previous years.

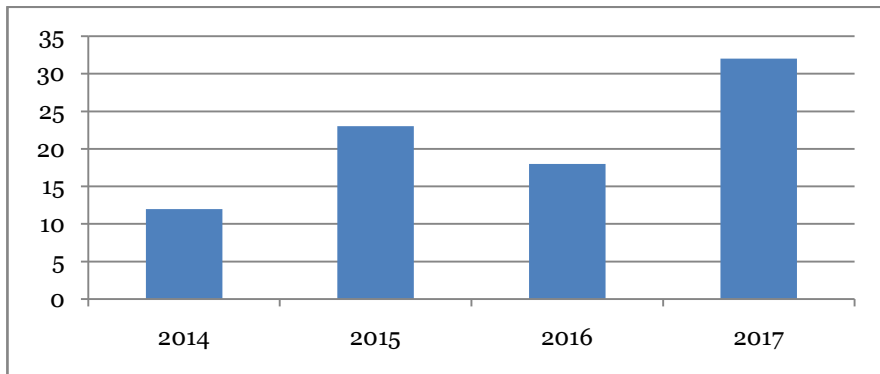


Figure 01: Employee Grievances

According to Figure 1, grievances of the employees in the company have continuously increased, which affect the employees’ job satisfaction negatively. The researcher has categorised the above grievances as follows.

According to Figure 2, most of the employees' grievances are occurring due to the work life conflicts. Therefore the researcher conducted this research in order to find out answers for the following questions:

- What is the level of impact of work-to-family conflict on job satisfaction?
- What is the level of impact of family-to-work conflict on job satisfaction?

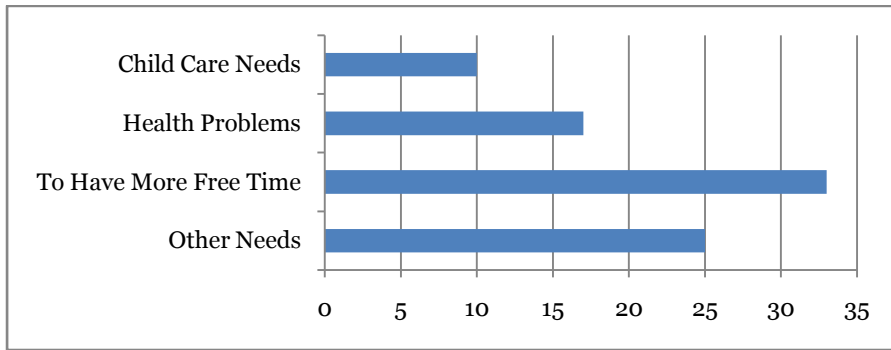


Figure 02: Types of employees' grievances in one of the reputed hotels in Southern Province, Sri Lanka

In order to answer the above questions the researcher established the following objectives:

- To examine the level of impact of work-to-family conflict on job satisfaction,
- To examine the level of impact of family-to-work conflict on job satisfaction,

3. Review of the relevant literature

A considerable amount of research has already been conducted on work life conflicts and employee satisfaction in developed countries. Developing countries have also started paying attention to this subject, to increase employee job satisfaction. As an example, a study was conducted in Pakistan by Nadeem and Abbas (2009) to discover the relationship between work life conflicts and employee job satisfaction at all levels of the management in public and private organisations. Findings revealed that job satisfaction has a negative correlation with work to family interference and family to work interference. Saif et al. (2011) conducted a research in Pakistan to analyse the relationship of work life conflicts and job satisfaction. The results revealed that work life conflicts and the level of job satisfaction share a positive relationship.

Rani et al. (2011) conducted the study to evaluate the relationship between work life conflicts and employees' satisfaction. Results indicated that job satisfaction has a positive relationship with work life conflicts. Varatharaj and Vasantha (2012) conducted a study to examine the relationship of job satisfaction with work life conflicts, in women. Data was collected from 250 service sectors working women in Chennai city through a questionnaire. Result showed an existing strong and positive relationship between job satisfaction and work life conflicts. Yadav and Dabhade (2014) conducted a research to analyse the relationship that exists between work life conflicts and job satisfaction of working women. The results indicated that work life conflicts and job satisfaction share a quite significant relationship.

A study was conducted by Maren et al. (2013) to analyse work-life balance and job satisfaction among teachers; it exposed a negative relationship between work-life conflicts and job satisfaction. The study suggested that if organisations offer facilities to reduce work-life conflicts, it will lead to the improvement of employees' job satisfaction. Parvin and Kabir (2011) from their study showed that organisations should provide facilities for their employees to minimise work life conflicts, so that the employees could perform their duties effectively, and it would ultimately lead to the success of the organisation.

4. Methods

4.1. Data collection

Data for this was collected from seven hotels operates in the Southern Province. The researcher has selected a simple random sampling design for this study, because it provides the assurance that sample reflects the population accurately (Cooper & Emory, 1995; Johnson & Christensen, 2010) and also each employee has an equal chance of being selected. As the sampling techniques are more complicated and difficult to understand, the researcher chose a sample of 120 employees from different sections: housekeeping, kitchen, restaurant, and front office management. As a measure of data collection, a self-administered questionnaire was used, which included items to measure the study variables. The questionnaire consisted of four parts. The control variables were included in part one. Part two, three and four included the five point Likert scale (ranging from highly agree to highly disagree) measurements to measure the study variables. To measure the job satisfaction, the sample items such as; "I like working here", "I am satisfied with my job", and "I am proud to tell people that I am part of this company" etc., were included. To measure the work interference with family, the sample items such as; "Finding time to relax is difficult for me", "I have to change the plans at home because of the demands of my job" and "Job responsibilities make it difficult for me to get the home tasks done", etc., were included in the questionnaire. Further, family interference with work was measured from statements such as, "I have difficulty concentrating on my job because I am pre occupied with domestic matters", "Problems with my family/ spouse/ friends affect my job performance", and "I have great self-confidence at work because I have my personal life well organised", etc. The secondary data was collected from books, magazines, research journals, web sites, etc. The information was also collected through personal interviews from the employees at different management levels, and by referring to the organisation's internal records. However, the information adopted by the interviews and internal records were just for understanding the phenomenon of work life conflicts in the companies, not for the interpretation of the results.

4.2. Conceptual framework and hypothesis of the study variables

The research intends to test whether the impact that has been theorised really exists in the Hotel Industry, or not.

Hypothesis 1

Work to family interference occurs as a result of long working hours and more demanding jobs (Jayaweera, 2005; Janasz & Behson 2007). It has been found that the employees are more satisfied and committed to their job if the organisations are supportive to minimise work life conflicts (Burke, 2000; Jayaweera, 2005). Sometimes jobs related responsibilities prevent the employees from performing their household responsibilities; this struggle results in job dissatisfaction (Andrew and Oswald, 2002). Satisfaction with the HR practices, such as family friendly policies reduce the interference of work in to family, and thus increases job satisfaction (Kinnie et al., 2005). Therefore in order to study the impact of work to family interference in Hotel Industry, hypothesis 1 is proposed as follows:

H1: There is a negative impact of work- family conflict on job satisfaction

Hypothesis 2

An employee faces different family problems along with their job responsibilities. The child care or elderly care responsibilities sometimes interfere in the job and create a situation of family to work interference. Family interference with work is a major component of employees' job satisfaction (Ezra & Deckman, 1996). Long working hours and priority of the work role expectations over the family role increase the employee's family to work interference (Beauregard, 2006). Employees having multiples roles of childcare and job responsibilities have low job satisfaction, and high family to work interference (Evandrou & Glaser; 2004). It is also found that work field variables such as long working hours, supervisor support, organisational policies have a significant effect on family to work interference (Beauregard, 2006). Therefore in order to study the impact of family to work interference on job satisfaction in hotel industry, hypothesis 2 is proposed as;

H2: There is a negative impact of family-work conflict on job satisfaction.

Conceptual Framework is the body of this research. It presents the relationship between the independent variables and the dependent variable.

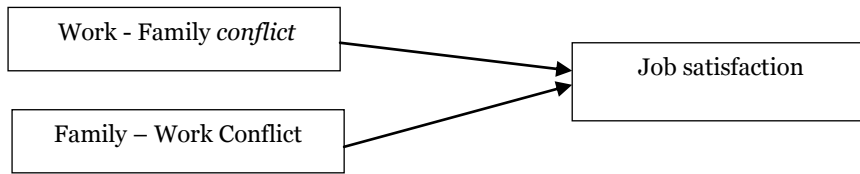


Figure 03: Conceptual Frame Work

Source: Author's construction (2018)

5. Data analysis

Self-structured questionnaires were distributed by personally visiting each hotel, assuring respondent's confidentiality and explaining the idea of the study. After receiving the completed questionnaires, each questionnaire was carefully studied. They were numbered and the information was fed to work sheets using SPSS 23.0. After entering data to SPSS 23 the reliability and validity of the scales was determined, and the results showed that the survey form is highly reliable and that statistical tests can be applied successfully. Then, demographical results were given. Accordingly, information about the participants' gender, age, education, and the experience in the current organisation were shared. Secondly data was analysed identifying the relationship and the impact of work life conflicts factors on job satisfaction of the employees in hotel sector. Pearson's correlation coefficient was used to measure the degree of association between work life conflicts and employee job satisfaction. From inferential statistics, Regression analysis was used to test the hypothesis of the study.

6. Results and discussion

120 questionnaires were distributed with the aim of obtaining 100 respondents. 116 questionnaires were returned and 9 of them were partially filled. Therefore, the researcher used the 107 valid questionnaires for this study.

6.1. Demographic analysis

Out of 107 responses, 78.5% of the employees are male and majority of them, which is 60.7% are married. Most of the respondents are young individuals aged below 20. As a percentage, it is 42.1%. Only 1.9% of the respondents belong to the age group of 41-50 years. It could also be seen that 10.3 % of them have worked only for less than 1 year. The highest which is 58.9% of the respondents have worked for the 1-2 years, where as 28% of the respondents have worked

for 2-3 years. Out of the 107 respondents, the majority has studied up to Ordinary level (42.1%) and Advanced Level (32.7%).

6.2. Reliability and validity of study variables

The reliability of the statements was measured by using Cronbach's alpha. The reliability analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. The test is significant if the alpha value results are more than 0.7. For this research a reliability test was carried out, and Cronbach Alpha was achieved for the final study as shown in the table below.

Table 02: Reliability Statistics for Job Satisfaction

Study Variable	N of items	Cronbach's Alpha
Job Satisfaction	5	0.749
Work Interferes Family	5	0.833
Family Interferes Work	5	0.804

Source: Survey Data, (2018)

According to the above Table 2 the Cronbach's alpha values of the questionnaires, are greater than 0.7. Therefore, all these high alpha values reveal that all the items were highly valid and reliable to measure the impact of work life conflicts on job satisfaction.

Table 03: KMO And Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.906
Bartlett's Test of Sphericity	Approx. Chi-Square	717.546
	Df	105
	Sig.	.000

Source: Survey Data, (2018)

Validity of the questionnaire was tested using Kaiser–Meyer–Olkin (KMO) coefficient and Bartlett's test of sphericity (BTS). Sampling adequacy (SA) was measured by using KMO value. Measure of sampling adequacy (MSA) must exceed 0.50 (Hair, Black, Babin, Anderson, Tatham, 2006). BTS is a statistical test used to test overall significance of correlation. Criteria: 0.90s-marvellous, 0.80s-meritorious, 0.70s-middling, 0.60-medicore, 0.5s-miserable, and below 0.5 is unacceptable (Hair et al., 2006). Table 3 shows that KMO value is above 0.906 which is marvelous and BTS is significant.

6.3. Correlation analysis

Pearson product moment correlation procedure was adopted to determine the nature and strength of the relationship among variables proposed in this study.

Table 04: Correlation Coefficient with Control Effect

Variable	Avg JS	Avg WIF	Avg FIW	Gender	Age	Level Of education	Job experience	Marital status
Avg JS	1							
Avg WIF	-0.667**	1						
Avg FIW	-0.632**	0.766**	1					
Gender	0.017	-0.049	-0.093	1				
Age	0.061	-0.073	-0.076	0.169	1			
Level of education	0.306**	-0.248**	-0.356**	0.233	0.317**	1		
Job experience	-0.336**	0.189	0.188	-0.013	0.008	-0.074	1	
Marital status	-0.126	0.083	0.046	0.001	-0.432	-0.235	-0.063	1

Note: Number of Employees=107, JS= Job Satisfaction, WIF = Work Interferes Family, FIW = Family Interferes Work p*** < .01, p** < .05

Source: Survey Data, (2018)

According to the Table 4 job satisfaction is found to be negatively correlated with the work interference family ($r = -0.667^{**}$, $p < .01$). As the significant value is greater than the desired level of significance (0.01), the found coefficient (-0.667^{**}) is statistically significant. These results prove that there is a medium significant relationship between work interference in family and job satisfaction. The results also reveal that there is a negative and significant correlation between family interference in work and job satisfaction ($r = -0.632$, $p < .01$). It indicates that there is a negative medium relationship between the two variables. There is also statistical evidence to claim that there is a significant relationship between family interference in work and job satisfaction. It has been also found that job experience and level of education do not have much impact on employees' job satisfaction level ($r = -0.336$ $p < .01$, $r = 0.306$ $p < .01$) Also, there is no sufficient evidence to prove that other variables: gender, age and marital status have a relationship with job satisfaction, as the data is not statistically significant.

6.4. Regression analysis

The Linear Regression was carried out in order to determine the explanatory power of independent variables (work to family interference, family to work interference) in the variance of the dependent variable (job satisfaction). The estimated results are presented in Table 5.

Table 05 : Model Summary of Study Variables

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.693 ^a	.480	.470	.48397	49.037	.000 ^b

Source: Survey Data, (2018)

Results of regression analysis show that the value of F is significant (.000) which means that the model is statistically significant. The R² of the model is 0.480, which shows that approximately 48% of variance in the dependent variable (job satisfaction) can be explained by the linear combination of the independent variables (work interference family and family interference work).

Table 06: Coefficients of Dependent Variable

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.168	.336		15.394	.000
AvgWIF	-.465	.115	-.443	-4.028	.000
AvgFIW	-.320	.121	-.292	-2.655	.009

Note: N =107, WIF = Work Interferes Family, FIW = Family Interferes Work p***< .01, p**< .05

Source: Survey Data, (2018)

According to Table 6, work interference in family (WIF) is negatively and significantly affecting the job satisfaction. Value of Beta for WIF is -0.465 at significance level of 0.000 shows a negative relationship with employee satisfaction. It shows that approximately 46.5% of variance in job satisfaction can be explained by the WIF. In other words, if one unit of WIF increases, the employee satisfactions will decrease by 46.5%.

Table 6 also shows that the variable of family interference in work (FIW) is negatively and significantly affecting the job satisfaction. Beta value of the FIW is -0.320 at significance level of 0.009 and it shows a negative relationship of FIW on employee satisfaction. It shows that approximately 32% of variance in job satisfaction can be explained by the linear combination of the FIW. In other words, if one unit of FIW increases, the employee satisfactions will decrease by 32%.

6.5. Hypothesis testing

Further, the adjusted R² is taken in to consideration in order to reduce the inflation of the R² when adding more independent variables to the model. Since there are two independent

variables, it's better to take the adjusted R² for interpretation. For this calculation, statistical assurance can be given from the F value. The F value is 49.037 and it is highly significant (p=0.000). This means that the regression model is statistically significant. There were two hypotheses for this study. As the standardised beta value is ($\beta = -0.443$,) and the correlation coefficients is (-.465, p<0.01) after controlling the control variables, H1 is proved. This proves that there is a significant impact between WIF and job satisfaction. The H2 is also supported by the negative standardised beta value ($\beta = -.292$) and the correlation coefficients (-.320, p<0.01) after controlling the control variables. This proves that there is a significant impact between FIW and employee satisfaction.

Table 07: Hypothesis Testing Information

Hypothesis	Expected	Observed	Whether Supported/ Not	Values
H1: There is a negative relationship between job satisfaction and work to family interference.	Negative relationship	Negative relationship	Supported	$\beta = -.465, (t = -4.028, p < 0.01^{**})$ Correlation coefficient after controlling the control variable = - .667, p < 0.01 ^{**}
H2: There is a negative relationship between job satisfaction and family to work interference.	Negative relationship	Negative relationship	Supported	$\beta = -.320, (t = -2.655, p < 0.01^{**})$ Correlation coefficient after controlling the control variable = - .632, p < 0.01 ^{**}

Note: Number of Employees = 107, p^{***} < .01, p^{**} < .05

Source: Survey Data, (2018)

7. Conclusion

The purpose of this study was to examine the impact of work life conflicts on employee job satisfaction and to identify which factors of work life conflict (Work interferes Family, Family interferes Work) have more influence on employee job satisfaction in the hotel sector, in Southern Province. In order to collect data, employees working in ABC Management

Company were chosen as the participants of the study. Spss23 statistical tool was used to analyse the reliability, correlation, regression and other demographical frequencies. The research findings show that WIF and FIW have negative relations with employee job satisfaction.

Therefore, the theories and the prior research studied used to developed the hypothesis, has been confirmed by this research. (Burke, 2000; Jayaweera 2005; Andrew & Oswald 2002; Ezra & Deckman 1996; Evandrou & Glaser 2004). It was also found out that the organisations can face multiple problems if their workforce satisfaction level is lower. Therefore, it is essential that HR departments respond to the needs, constantly changing requirements of workforce, and the effect of environmental issues, in order to improve programmes and policies which will help to minimise work life conflicts. It also saves the cost of hiring by improving employees' retention.

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