



INFLUENCE OF ORGANIZATIONAL FACTORS ON WORK-LIFE-FIT AMONG WOMEN EMPLOYEES IN IT/ITES SECTORS

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Abstract

The study examines the influence of organisational factors such as perceived organisational support, work–family conflict, organisational culture and Career satisfaction on work–life fit among women employees in India's IT/ITES sector. Using a structured questionnaire and snowball sampling (N = 102), data were analysed via reliability tests, descriptive statistics, correlation, multiple regression, and exploratory factor analysis in SPSS. Results show strong internal consistency (Cronbach's $\alpha = 0.796\text{--}0.944$), moderate mean perceptions across constructs, and significant positive correlations of work–life fit with support ($r = .542, p < .001$), culture ($r = .511, p < .001$), and career satisfaction ($r = .572, p < .001$), alongside a negative link with conflict ($r = -.283, p = .004$). Regression analysis indicates all organisational factors predict and explain 42.5% of variance in work–life fit ($R^2 =$

.425). And also reveals that Organisational support ($\beta = .270, p = .014$), Career satisfaction ($\beta = .252, p = .012$), and Work–family conflict ($\beta = -.211, p = .008$) are significant influences with Work-life fit. Exploratory factor analysis confirms the five-factor structure, with loadings greater than 0.60. The study's findings support a shift from rigid work–life balance to flexible work–life fit, which enhances productivity and retention in dynamic work environments.

Keywords: Perceived organisational support, work–family conflict, organisational culture, Career satisfaction, work–life fit

1. Introduction

In recent years, many companies have adopted a hybrid work model as a strategic approach to meeting organisational needs. This is convenient for both employees and organisations. Earlier, work-life balance allowed every employee to excel at work while taking care of their personal well-being outside working hours. It is bi-directional, that is, work can interfere with private life and private life can interfere with work. There are many aspects, including family, leisure, and health, that intersect with an employee's work life. This



balance may work sometimes and not others. A lot of studies have found that long working hours can lead to serious health problems such as lack of sleep, depression, diabetes, heart problems and impaired memory. These issues can also affect work-life balance, which in turn can exacerbate the conditions themselves. Hence, achieving a healthy work-life balance is essential and can reduce stress, improve emotional well-being and increase overall productivity.

As an employee's career develops, it may become harder and harder to balance personal life with work-life. Developing a helpful workplace that encourages personal growth and productivity is necessary. Prior to the pandemic, work-life balance had become more popular, supporting employees' overall well-being and job satisfaction. Older generations had given stability and job growth as top priorities, but newer generations are looking for greater satisfaction, flexibility, and overall well-being in both their personal and professional lives. This perspective delves into Baby Boomers' dedication to work, influenced by job security and prosperity. They are struggling to comprehend younger colleagues due to technological limitations. Millennials prioritise life experiences and challenging traditional work structures,

which can conflict with Baby Boomers' view. As the boundary between work and personal life increasingly blurs, the concept of Work-Life Balance (WLB) is evolving into a new paradigm-Work-Life Fit (WLF).

Work-life fit is a process of combining personal and professional life in a way that allows individuals to effectively manage both aspects without strict boundaries. It understands that the demands of today's work environment, combined with the complexities of personal life, require more adaptable and personalised solutions. There are many benefits of Work-life fit: enhanced well-being and reduced stress, increased productivity and efficiency, a positive impact on employee satisfaction and retention, improved Work-life integration, enhanced creativity and innovation, and strengthened employer-employee relations. Work-life fit is defined as "Connecting employees' work lives and personal lives together in a way that allows them to succeed in both".

Another definition is "Work-life fit makes good business sense, which creates a work environment according to their priority. This can result in more engaged employees, positively impacting the bottom line of a company".

1.1 Emergence of Work-life fit

In 2010, this concept began to gain attention alongside the rise of flexible work models, freelancing, and remote work. But it became widely recognised in the early 2020s due to the global pandemic. Even after things are stabilised, employees are interested in continuing the remote work model. As homes became workplaces and schedules grew less uniform, the Work-life fit started to dominate. It is built on the assumption that one model of work does not fit everyone, and instead of enforcing uniform schedules or expectations, it allows for flexibility in time, place, an individualised approach, and a fluid approach.

1.2 Differences between Work-life balance and Work-life fit

There are some differences between Work-life balance and Work-life fit.

Table 1. Differences between Work-life balance and Work-life fit

| Work-life balance | Work-life fit |
|---|--|
| Focuses on separating work and life | Focuses on integrating work with life |
| Assumes stable schedules and boundaries | Accepts changing priorities and fluid boundaries |

| | |
|---------------------------------|--|
| Seeks “equal” distribution | Seeks personal alignment |
| Works best in predictable roles | Works best in flexible and dynamic work models |

Employers Can Support Work-Life Fit for employees, moving beyond declarations and focusing on how work actually happens. They also help bring flexibility across all levels of the organisation, treat Work-life fit as a standard way of working, develop policies for different employee needs according to changing circumstances, and define working time and outcomes clearly. When companies talk about work-life fit, it usually signals more than flexible hours. In practice, it often includes:

- Multiple contract or cooperation models,
- Remote or hybrid work options,
- Autonomy in organising tasks,
- Trust-based performance evaluation,
- Openness to adjusting workloads over time.

Organisational factors influence individual and group behaviour. There are several key organisational factors that affect employee



safety and performance. They are: leadership, management style, effective communication, learning organisation, employee participation, employee commitment, good health and safety policies, high-quality training, comfortable work environment, workforce composition and work patterns. Hence, this article aims to examine the influence of organisational factors on Work-Life-Fit among Women employees in the IT/ITES Sectors, with Career Satisfaction as a Mediating Variable.

Perceived organisational support, Work-life conflict and organisational culture are taken as Organizational factors influencing Work-life fit. Career satisfaction acts as a mediating variable between organisational factors and Work-life fit.

2. Literature Review

Vydrová (2026) found that work-life fit provides flexibility, organisational trust, and adaptive work arrangements rather than maintaining a rigid balance between work and personal life. The paradigm shift recognises that employees seek personalised ways of integrating work and personal responsibilities in modern work environments characterised by digital transformation and hybrid work models. Schweitzer, Smith, Lyons, Henchey, and

Kostuchuk (2025) stated that when employees align their work arrangements with their personal needs and preferences, they experience greater job satisfaction, improved well-being, and stronger organisational commitment.

Kasperczuk et al. (2025) examined that flexible work arrangements and supportive workplace policies enhance employee motivation, productivity, and job satisfaction. In turn, it allows better integration of professional responsibilities with personal life commitments. Kossek et al. (2025) studied family-supportive organisations through a diversity, equity, and inclusion lens, arguing that formal work-family policies failed to provide flexibility. Rahman and Hossain (2025) found that supportive policies, flexible work arrangements, and supervisor support are key factors influencing Work-life conflict. And high workloads and rigid scheduling have emerged as consistent antecedents.

Vaziri et al. (2022) investigated personal and work-related antecedents of work-family balance. They found that work resources such as job autonomy, schedule control, and workplace support are positively related to Work-life balance. Bobbio et al. (2022) validated a multidimensional measure of



organisational work-home culture and showed that supportive work-home culture is positively associated with work-family enrichment and balance. French et al. (2018) found that broad organisational and supervisor support are negatively related to work-family conflict, and that national culture moderates this relationship.

Casper et al. (2018) studied work-non-work balance and documented that it is a one-dimensional psychological construct distinct from conflict and enrichment, with stronger correlations with satisfaction when measured directly. Chang, Zhou, Wang, and Heredero (2017) found that organisational work-life balance practices reduce work-family conflict and improve employee satisfaction and productivity. Schein (2010) emphasised that organisational culture represents shared values, beliefs, and norms that guide employee behaviour, fostering supportive environments that enhance engagement, satisfaction, and career development.

Allen et al. (2000) confirmed that high levels of work-family conflict negatively influence job satisfaction, organisational commitment, and career success. Kossek and Ozeki (1998) reviewed work-family conflict research and found consistent negative links to job satisfaction and career outcomes. Judge, Cable, Boudreau, and Bretz (1995) argued that career satisfaction is influenced by organisational and personal factors such as advancement

opportunities, compensation, and recognition. Greenhaus, Parasuraman, and Wormley (1990) defined career satisfaction as an individual's perception of progress and achievement in their career. Greenhaus and Beutell (1985) defined work-family conflict as inter-role conflict where work and family demands are incompatible, producing time-based, strain-based, and behaviour-based forms. Eisenberger, Huntington, Hutchison, and Sowa (1986) proposed perceived organisational support, suggesting that employees develop beliefs about how much the organisation values their contributions and cares about their well-being, leading to higher job satisfaction and commitment.

2.1 Research Gap

Many studies have examined the concepts of work-life balance, job satisfaction, and career success across the manufacturing sector. Career satisfaction is primarily defined as employees' perceptions of career achievements, promotions, and professional growth (Greenhaus et al., 1990; Judge et al., 1995). Also, some studies emphasised that organisational factors, such as managerial support, organisational policies, and the workplace environment, significantly influence employees' career outcomes and satisfaction. The latest research also highlighted the role of organisational



support in shaping employees' attitudes and behaviours. Perceived organisational support improves employee motivation, job satisfaction, and commitment (Eisenberger et al., 1986). When employees believe that their organisation values their contributions and cares about their well-being, they are more likely to experience positive career outcomes and greater satisfaction with their work environment.

Organisational culture has also been considered an important determinant of employee satisfaction and performance. A supportive and inclusive organisational culture can foster collaboration, innovation, and employee well-being (Schein, 2010). Many studies have shown that positive organisational cultures enhance employees' sense of belonging, improve job satisfaction, and offer career development opportunities. However, modern workplaces have increasingly been characterised by work–family conflict. As a result, work responsibilities interfere with family obligations (Greenhaus & Beutell, 1985). Numerous studies have shown that work–family conflict negatively affects job satisfaction, employee well-being, and career success (Allen et al., 2000; Kossek & Ozeki, 1998). This problem is pertinent to women employees, who often get more

pressure in balancing professional and family responsibilities.

Although many studies have explored work–life balance and job satisfaction, recent literature suggests a shift toward the concept of work–life fit, which focuses on the alignment between employees' professional responsibilities and personal life priorities (Vydrová, 2023). Work–life fit recognises that employees seek flexible arrangements that allow them to integrate work and personal life rather than maintaining a strict balance between the two domains. Despite these developments, several research gaps remain in the literature. First, most previous studies have examined work–life balance rather than work–life fit, particularly in rapidly evolving work environments such as the IT and ITES sectors. Second, limited research has investigated the combined influence of organisational support, organisational culture, and work–family conflict on work–life fit. Third, the mediating role of career satisfaction in this relationship has not been sufficiently explored, especially among women employees in the IT/ITES industry. As women's participation in the IT sector continues to grow, understanding the factors that influence their career satisfaction and work–life fit has become increasingly important. Therefore, the



present study seeks to address these gaps by examining the influence of organisational factors on work–life fit among women employees in the IT/ITES sector.

3. Objectives and Hypothesis

3.1 Objectives:

- To find out the factors influencing work-life fit
- To study the relationship between independent variables and the dependent variable.
- To find out the influence of organisational factors on work–life fit.

3.2 Hypothesis:

- H1: Independent variables such as Perceived organisational support, Work-family conflict, Organisational culture and Career satisfaction have a significant positive relationship with Work–Life Fit
- H2: Independent variables such as Perceived organisational support, Work-family conflict, Organisational culture and Career satisfaction have a significant positive influence on Work–Life Fit

4. Research Methodology

4.1 Research Design

The present study adopts a quantitative research design to examine the influence of organisational factors on work–life fit among women employees in the IT/ITES sector. A quantitative approach is appropriate for this study, as it enables the researcher to examine relationships among variables using statistical techniques and to test the proposed hypotheses. The study focuses on understanding how organisational support, organisational culture, work–family conflict and career satisfaction influence work–life fit.

4.2 Population and Sample

The target population for this study comprises women employees in the IT and ITES sectors. These sectors have experienced significant growth in recent years and employ large numbers of women professionals who often face challenges balancing professional and personal responsibilities. Due to accessibility constraints and the difficulty of obtaining a complete sampling frame of women employees working in IT/ITES organisations, the study adopted a non-probability sampling technique. Specifically, the snowball sampling method



was used to identify respondents. In this method, initial respondents were contacted and requested to refer other women employees working in the IT/ITES sector who could participate in the study. This approach enabled the researcher to reach a wider network of respondents within the target population. A total of 102 valid responses were collected and analysed. The selected sample size is considered adequate for the statistical analysis conducted in the study.

4.3 Data Collection Method

The study is based on primary data collected directly from respondents using a structured questionnaire. The questionnaire was distributed among women employees working in various IT and ITES organisations. Respondents were informed of the study's purpose and assured that their responses would remain confidential and would be used only for academic purposes. The questionnaire was administered through online survey platforms and direct sharing through professional networks, enabling respondents to complete the survey at their convenience.

4.4 Measurement Instrument

The research instrument used in this study was a structured questionnaire comprising

standardised, validated measurement scales adopted from previous studies. The questionnaire was divided into two sections. The first section collected demographic information, including age, marital status, educational qualifications, and years of work experience. The second section measured the study variables: organisational support, organisational culture, work–family conflict, career satisfaction, and work–life fit. All items were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The measurement scales were adopted from well-established studies to ensure reliability and validity.

4.5 Data Analysis Techniques

The collected data were analysed using SPSS 2023. Initially, Reliability tests were conducted to ensure the consistency and accuracy of the measurement scales. To examine the relationships between variables and test the proposed hypotheses, the correlation was used. To assess the influence of the independent variables on the dependent variable, multiple regression was used.

5. Data Analysis

5.1 Reliability

Table 2. Reliability analysis



| S. no | Constructs | Items | Cronbach Alpha | Critical ratio (CR) |
|-------|----------------------------------|-------|----------------|---------------------|
| 1 | Perceived organizational support | 6 | 0.833 | 0.82 |
| 2 | Work-family conflict | 6 | 0.817 | 0.87 |
| 3 | Organizational culture | 4 | 0.796 | 0.72 |
| 4 | Career satisfaction | 7 | 0.933 | 0.88 |
| 5 | Work-life fit | 5 | 0.944 | 0.85 |

The reliability results for the constructs used are presented in Table 2.

From Table 2, we found that the reliability values of all the constructs used in this study are given. It is observed that the Cronbach Alpha values range from 0.796 to 0.944, and the critical ratio ranges from 0.72 to 0.88. According to Hair et al. (2019), Cronbach's alpha and composite reliability values above 0.70 indicate satisfactory internal consistency. The construct Career Satisfaction (CS) has a Cronbach's alpha of 0.933, indicating excellent internal consistency among the items. The composite reliability is 0.88, well above the recommended threshold of

0.70, demonstrating strong construct reliability.

For Organisational Culture (OC), the Cronbach's alpha is 0.796, indicating acceptable reliability. The composite reliability is 0.72, which also exceeds the recommended threshold, confirming satisfactory internal consistency of the scale. The construct Organisational Support (OS) demonstrates strong reliability with a Cronbach's alpha value of 0.833. The composite reliability is 0.82, further confirming the high internal consistency of the measurement items.

Similarly, the construct Work-Family Conflict (WFC) shows a Cronbach's alpha value of 0.817, indicating good reliability. The composite reliability values are 0.87. This is also above the threshold level of 0.70, confirming that the items consistently measure the construct. The construct Work-Life Fit (WLF) demonstrates excellent reliability with a Cronbach's alpha value of 0.944. The composite reliability values of 0.85 further indicate a very high level of internal consistency among the measurement items. Overall, the results indicate that all constructs in the study met the recommended criteria for internal consistency reliability.



5.2 Descriptive analysis

Table 3: Descriptive analysis

| Variables | Mean | Std. Deviation | N |
|----------------------------------|-------|----------------|-----|
| Perceived organizational support | 22.27 | 4.81 | 102 |
| Work family conflict | 17.39 | 4.96 | 102 |
| Organizational culture | 14.21 | 3.26 | 102 |
| Career satisfaction | 24.25 | 6.05 | 102 |
| Work-life fit | 17.06 | 5.05 | 102 |

From Table 3, we found that women employees report moderate levels on all five constructs. Perceived organisational support (M = 22.27, SD = 4.81) and career satisfaction (M = 24.25, SD = 6.05) have the highest mean scores, suggesting that, overall, employees feel reasonably supported by their organisation and are fairly satisfied with their careers. Work–family conflict (M = 17.39, SD = 4.96) and work-life fit (M = 17.06, SD = 5.05) are at a moderate level, indicating that employees experience a noticeable but not extreme level of conflict and only moderate alignment between work and non-work roles. Organisational culture shows a somewhat lower mean (M = 14.21, SD = 3.26), suggesting a more neutral perception of culture than the other variables. The standard deviations (ranging

from about 3.26 to 6.05) reflect a moderate spread of scores around each mean, indicating meaningful variability in how different employees perceive support, conflict, culture, work-life fit, and their career satisfaction

5.3 Multiple Correlations between independent variables and dependent variable

Table 4: Multiple Correlations between independent variables and dependent variable

| Variables | Perceived organizational support | Work family conflict | Organizational culture | Career satisfaction | Work-life fit |
|----------------------------------|----------------------------------|----------------------|------------------------|---------------------|---------------|
| Perceived organizational support | R-Value | - | | | |
| | P-value | - | | | |
| Work family conflict | R-Value | -.102 | | | |
| | P-value | .308 | | | |
| Organizational culture | R-value | .678** | -.059 | | |
| | P-value | .000 | .556 | | |
| Career satisfaction | R-value | .546** | -.138 | .591** | - |
| | P-value | .000 | .167 | .000 | - |
| Work-life fit | R-value | .542** | -.283** | .511** | .572 |
| | P-value | .000 | .004 | .000 | .000 |

** . Correlation is significant at the 0.01 level (2-tailed).

From Table 4, the Work-life fit shows that it is strongly and positively associated with perceived organisational support (r=.542,p<.001), organisational culture (r=.511,p<.001), and career satisfaction (r=.572,p<.001), and represents a large effect in social science research

This means employees who perceive higher support from their organisation, experience a more positive organisational culture, and feel more satisfied with their careers also report better alignment between their work and non-work roles. In contrast, work–

family conflict has a moderate, negative, and significant relationship with work-life fit ($r = -.283, p = .004$), indicating that greater interference between work and family responsibilities is associated with poorer work-life fit. Together, these results suggest that supportive organisational conditions and a positive culture enhance employees' work-life fit, while work-family conflict erodes it.

5.4 Multiple Regression

Table 5: Regression analysis between independent variables and dependent variable

| Model fit indices | | | | |
|---|----------------------------------|----------------|-------------------|------|
| Model | R | R Square | Adjusted R Square | |
| 1 | .652 ^a | .425 | .401 | |
| Model Coefficient-Dependent – Work-Life fit | | | | |
| Predictor | Standardized β Coefficient | Standard Error | t-value | p |
| Perceived organizational support | .270 | .114 | 2.495 | .014 |
| Work family conflict | -.211 | .079 | -2.711 | .008 |
| Organizational culture | .167 | .174 | 1.483 | .141 |
| Career satisfaction | .252 | .083 | 2.546 | .012 |

The regression table 5 shows that the four predictors together have a moderately strong relationship with work-life fit ($R = .652$), explaining about 42.5% of the variance in work-life fit ($R^2 = .425$; adjusted $R^2 = .401$), which is a respectable amount of explained variance in social-science research. The standardized coefficients for perceived organizational support ($\beta = .270$,

$t = 2.495, p = .014$) and career satisfaction ($\beta = .252, t = 2.546, p = .012$). Both have significant positive effects on work-life fit, indicating that higher support and higher career satisfaction are associated with better work-life fit when all other predictors are held constant. Work-family conflict has a significant negative effect ($\beta = -.211, t = -2.711, p = .008$), meaning greater conflict predicts poorer work-life fit. Organisational culture shows a non-significant positive effect ($\beta = .167, t = 1.483, p = .141$), suggesting that after controlling for support, conflict and career satisfaction, culture does not uniquely predict work-life fit.

5.5 Exploratory Factor Analysis

Exploratory Factor analysis for all the constructs used in this study. This study has taken 28 items. Based on responses from IT/ITES women employees, an exploratory factor analysis using the principal component method with varimax rotation was conducted to group the variables into factors.

Table 6:

i) Factor scores of Perceived Organisational Support



| No. of Items | Components |
|--------------|--|
| 1 | My organization values my contribution to its well-being. |
| 2 | My organization strongly considers my goals and values. |
| 3 | My organization takes pride in my accomplishments at work. |
| 4 | My organization cares about my opinions. |
| 5 | My organization is willing to help me if I need a special favor. |
| 6 | My organization really cares about my well-being. |

| No. of Items | Components | Factor Scores |
|--------------|--|---------------|
| 1 | I am satisfied with the success I have achieved in my career. | 0.774 |
| 2 | I am satisfied with the progress I have made toward meeting my overall career goals. | 0.722 |
| 3 | I am satisfied with the progress I have made toward meeting my goals for income. | 0.608 |
| 4 | I am satisfied with the progress I have made toward meeting my goals for advancement. | 0.732 |
| 5 | I am satisfied with the progress I have made toward achieving job responsibilities that are important to me. | 0.773 |
| 6 | I feel my career is aligned with my personal values and goals. | 0.699 |
| 7 | I have sufficient opportunities for learning and professional growth. | 0.722 |

ii) Work-Family Conflict

| No. of Items | Components |
|--------------|--|
| 1 | The demands of my work interfere with my home and family life. |
| 2 | I often have to delay household tasks due to work demands. |
| 3 | The demands of my family or spouse/partner interfere with work-related activities. |
| 4 | I have to make changes to my work schedule because of family responsibilities. |
| 5 | My personal and family life interfere with my work obligations. |
| 6 | Even if I did the best job possible, my organization would fail to notice. |

v) Work-life fit

| No. of Items | Components | Factor Scores |
|--------------|--|---------------|
| 1 | I am satisfied with the success I have achieved in my career. | 0.774 |
| 2 | I am satisfied with the progress I have made toward meeting my overall career goals. | 0.722 |
| 3 | I am satisfied with the progress I have made toward meeting my goals for income. | 0.608 |
| 4 | I am satisfied with the progress I have made toward meeting my goals for advancement. | 0.732 |
| 5 | I am satisfied with the progress I have made toward achieving job responsibilities that are important to me. | 0.773 |
| 6 | I feel my career is aligned with my personal values and goals. | 0.699 |
| 7 | I have sufficient opportunities for learning and professional growth. | 0.722 |

iii) Organisational Culture

| No. of Items | Components | Factor Scores |
|--------------|--|---------------|
| 1 | This organization feels like an extended family. | 0.609 |
| 2 | People are encouraged to take risks and be innovative. | 0.582 |
| 3 | This organization values creativity and experimentation. | 0.676 |
| 4 | Competition and achievement are emphasized in my organization. | 0.628 |

iv) Career satisfaction

From Table 6 (i-v), it is inferred that factor 1 comprises six items and is named Perceived Organisational Support, highlighting the organisation's role in fostering a positive, supportive work environment for IT/ITES women employees.

Factor 2 is a combination of six items named work-family conflict and focuses on the conflicting demands of work and family roles among women employees in the IT/ITES sector.



Factor 3 is a combination of four items and is named Organisational culture. It focuses on how women employees experienced the values, norms and behaviours,

Factor 4 is a combination of 7 items and is named Career satisfaction, which helps assess quality of life and employee productivity.

Factor 5 Work-life fit is a combination of five items and reflects the extent to which employees can fit the professional and personal responsibilities without experiencing undue stress.

6. Results and Discussion

6.1 Summary of findings

The Cronbach's Alpha values for all constructs in the study range from 0.796 to 0.944, and the critical ratios range from 0.72 to 0.88. This shows that the constructs are highly reliable.

Women employees perceive moderate levels of mean for all five constructs. The standard deviations (ranging from about 3.26 to 6.05) reflect a moderate spread of scores around each mean, which shows variability in how different employees perceive support, conflict, culture, work-life fit, and their career satisfaction.

The Work-life fit shows that it is strongly and positively associated with perceived organisational support ($r=.542, p<.001$), organisational culture ($r=.511, p<.001$), and career satisfaction ($r=.572, p<.001$) and represents large effects.

All independent variables, including career satisfaction, predict work-life fit, and together have a moderately strong relationship with it.

In the Exploratory factor analysis, we obtained 5 factors: Perceived organisational support, Work-family conflict, Organisational culture, Career satisfaction, and Work-life fit. And the eigenvalues are greater than 0.60, indicating that the factor loadings are good.

6.2 Discussion

The high internal consistency of all constructs (Cronbach's alpha 0.796–0.944 and $CR \approx 0.72–0.88$) aligns with Taşdelen-Karçkay and Bakalım (2017) for their study relating to Work–Life Balance of Turkish employees. Perceived organisational support is positively related to work-life fit and satisfaction, which agrees with Allen et al. (2013). They found that higher perceived organisational support is associated with better work–life balance and higher job or life satisfaction.



Work–family conflict is negatively associated with work–life fit but only weakly and indirectly related to satisfaction, also consistent with prior research by Taşdelen-Karçkay and Bakalım (2017).

7. Managerial Implications of the Study

The findings of this study have several important implications for managers and organisations, particularly for improving women employees’ career satisfaction and work–life fit. The results indicate that organisational factors, such as organisational culture and organisational support, significantly influence career satisfaction, which, in turn, improves women employees’ ability to achieve work–life fit. Therefore, managers must focus on creating supportive work environments that enhance employees’ career experiences.

Career satisfaction was found to have a significant positive impact on work–life fit. This suggests that when women employees feel satisfied with their career growth, promotion opportunities, and job achievements, they are better able to balance their work and personal responsibilities. Managers should therefore design clear career development pathways, provide fair performance evaluations, and

ensure equitable promotion policies. Women employees who perceive career advancement opportunities are more motivated and better able to integrate work and personal life effectively.

The results indicate that work–family conflict has a significant negative effect on work–life fit. This means that when women employees experience high levels of conflict between work responsibilities and family commitments, their ability to achieve work–life fit decreases. Organisations should adopt strategies to reduce work–family conflict, such as: Flexible working hours, Remote or hybrid work options, Family-friendly policies and Workload management practices. By minimising work–family conflict, organisations can improve employees’ well-being and productivity.

The findings suggest that organisations should view work–life fit as a strategic priority rather than an individual responsibility. Managers should integrate work–life balance initiatives into human resource policies and organisational strategies.

8. Theoretical Implications of the Study

Most previous studies have focused on work–life balance or work–family balance.



This study extends the literature by examining work–life fit, which reflects a more flexible and dynamic alignment between employees’ professional and personal roles. The findings highlight that work–life fit is influenced not only by personal factors but also by organisational factors and career-related outcomes.

The study contributes theoretically by demonstrating the mediating role of career satisfaction in the relationship between organisational factors and work–life fit. The results show that organisational culture and organisational support indirectly influence work–life fit through career satisfaction. This finding supports the idea that employees’ perceptions of their career progress and achievements act as a psychological mechanism through which organisational factors affect their ability to integrate work and personal life.

The results provide empirical support for organisational support theory, which suggests that when employees perceive greater organisational support, they develop positive attitudes toward their careers and work environments. This study shows that perceived organisational support enhances career satisfaction, which ultimately contributes to improved work–life fit.

The study also contributes to the literature on work–family conflict by showing that it has a direct negative effect on work–life fit. This finding reinforces the theoretical perspective that role conflict between work and family domains reduces employees’ well-being and their ability to manage multiple responsibilities effectively.

Another theoretical contribution of this research is the integration of organisational-level factors (organisational culture and support) and individual-level outcomes (career satisfaction and work–life fit) within a single structural model. This integrated framework provides a more comprehensive understanding of how workplace conditions influence employees’ career experiences and overall life satisfaction.

9. Limitations of the Study

The study used a cross-sectional research design, which captures data at a single point in time. As a result, it may not fully establish causal relationships among the variables.

The research was conducted among women employees in IT organisations, which may limit the generalizability of the findings to other industries such as manufacturing, healthcare, or education.



The study relied on self-reported employee responses, which may introduce common-method bias or response bias.

10. Conclusion

Work–life fit differs from traditional work–life balance in that it empowers employees to proactively align their work commitments with personal priorities and lifestyles based on individual needs, rather than enforcing a rigid equal split. Organisations that implement work–life fit strategies—such as flexible scheduling, remote options and tailored support—reap benefits including higher productivity, retention and employee well-being. With Gen Z and Generation Alpha now entering the workforce and prioritising flexibility, autonomy and mental health over conventional structures, it is imperative for organisations to adopt work–life fit mechanisms to attract and retain talent. The findings of this study underscore the need for a strategic transition from work–life balance to work–life fit—a modern, flexible paradigm that better accommodates the interplay between employees’ professional and personal lives.

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