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Araştırma Makalesi * Research Article

Analysis of the Relationship Between Job Satisfaction, Life Satisfaction and Work-Life Balance of Software Developers

Yazılım Geliştiricilerinin İş Tatmini, Yaşam Tatmini ve İş-Yaşam Dengesi Arasındaki İlişkinin Analizi

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Abstract: With the ongoing technological transformation, the number of software developers has been rapidly increasing, and their critical role has made their well-being an important subject of academic inquiry. This study examines the relationships among job satisfaction, life satisfaction, and work-life balance among software developers. Correlation analyses revealed a strong positive relationship between job and life satisfaction, while positive spillover between work and personal life significantly enhanced both outcomes. Analyses of sociodemographic variables showed that gender and marital status did not significantly affect job satisfaction, life satisfaction, or work-life balance. However, professional experience and income were associated with meaningful differences. Early-career developers (with less than two years of experience) reported higher job satisfaction and greater enrichment from work to life, whereas those with 2-5 years of experience showed comparatively lower satisfaction. Higher income was positively linked to life satisfaction, underlining the importance of financial security for overall well-being. The study also considered the impact of emerging remote and hybrid working models on developers' attitudes and behaviors. The results indicated that work arrangements did not produce significant differences across the examined variables. Overall, the findings highlight the central role of work-life dynamics in shaping the well-being of software developers and encourage organizations to adopt flexible work arrangements, career development initiatives, and psychosocial support mechanisms to foster positive spillover and minimize conflict between professional and personal domains.

Keywords: Job Satisfaction, life satisfaction, work-family balance, software developers, spillover effect.

Öz: Yaşanan teknolojik dönüşüm ile birlikte yazılım geliştiricilerin sayısı hızla artmaktadır. Oynadıkları kritik rol, onların refahını önemli bir akademik çalışma konusu haline getirmiştir. Bu çalışma, yazılım geliştiricileri arasında iş tatmini, yaşam tatmini ve iş-yaşam dengesi arasındaki ilişkileri incelemektedir. Korelasyon sonuçları, iş ve yaşam tatmini arasında güçlü bir pozitif ilişki olduğunu gösterirken, iş ve kişisel yaşam arasındaki pozitif yayılma her iki sonucu da önemli ölçüde artırmıştır. Sosyodemografik değişkenlerin analizleri, cinsiyet ve medeni durumun iş tatmini, yaşam tatmini veya iş-yaşam dengesini önemli ölçüde etkilemediğini ortaya koymuştur. Ancak, mesleki deneyim ve gelir anlamlı farklılıklarla ilişkilendirilmiştir. Kariyerinin başındaki geliştiriciler (iki yıldan az deneyime sahip olanlar) daha yüksek iş tatmini ve işten hayata daha fazla zenginlik algıladıklarını bildirirken, 2-5 yıllık deneyime sahip çalışanlar nispeten daha düşük tatmin göstermiştir. Daha yüksek gelir, daha yüksek yaşam tatmini ile ilişkilendirilmiş ve bu da genel refah için finansal güvenliğin önemini vurgulamıştır. Özellikle son yıllarda artan uzaktan ve hibrit çalışma yöntemlerinin, yazılımcıların tutum ve davranışları üzerindeki etkisi de önemlidir. Analiz sonuçları katılımcıların çalışma

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yöntemlerin değişkenler üzerinde fark yaratmadığını ortaya koymuştur. Bulgular, yazılım geliştiricilerinin refahını şekillendirmede iş-yaşam dinamiklerinin merkezi rolünü vurgulamaktadır. Kuruluşlar, olumlu yayılma etkilerini teşvik etmek ve iş ile kişisel yaşam arasındaki çatışmayı azaltmak için esnek çalışma düzenlemeleri, kariyer geliştirme girişimleri ve psikososyal destek mekanizmaları benimsemeye teşvik edilmektedir.

Anahtar Kelimeler: İş tatmini, yaşam memnuniyeti, iş-aile dengesi, yazılımcılar, yayılma etkisi.

INTRODUCTION

In the context of occupational psychology and organizational behavior, the interplay between job satisfaction, life satisfaction, and work-life balance has long been the focus of scholarly inquiry. These constructs are particularly relevant in professions such as software development, where cognitive demands, project-based work cycles, and dynamic working environments are prevalent.

It is estimated that there will be approximately 28.7 million software developers worldwide by 2024. This number was 24.5 million in 2020 and will increase further in the coming years. Demand, especially in areas such as artificial intelligence, mobile application development and cloud computing, is among the comprehensive types of this increase. According to projections, it is expected that global software developers will exceed 45 million by 2030 (Evans Data Corporation, 2023).

The relationship between work-life balance, job satisfaction, and life satisfaction has received growing scholarly attention in the Information Technology (IT) sector, where professionals frequently face high workloads, rapid technological changes, and blurred boundaries between professional and personal life. Given the unique characteristics of software development—such as high cognitive demands, long working hours, and rapid technological change—these professionals often face distinct psychosocial dynamics compared to other knowledge workers.

The interconnection between job satisfaction, life satisfaction, and work-life balance has been widely examined across organizational and psychological research, with evidence consistently indicating that these constructs are positively correlated and mutually reinforcing. Work-life balance (WLB) serves as a critical mediating factor in this dynamic. When employees are able to effectively manage the demands of work and personal life, they are more likely to experience reduced stress and increased satisfaction in both domains (Greenhaus and Allen, 2011). Studies provide results that support these theories. Notably, the strength and direction of these relationships may vary by individual differences (e.g., personality, values), cultural norms, and occupational context. For instance, in high-stakes or knowledge-intensive professions such as software engineering, where work-life boundaries are often blurred, the role of WLB in sustaining both job and life satisfaction becomes particularly salient (Graziotin et al., 2019).

This study examines the relationships among job satisfaction, life satisfaction, and work-life balance among software developers in Türkiye. We also examine the impact of different socioeconomic conditions, including work style, on these variables.

THEORETICAL FRAMEWORK

Job Satisfaction

Job satisfaction is a multidimensional concept that has been extensively studied in organizational and psychological research. Job satisfaction is generally defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976).

It is generally influenced by a combination of intrinsic factors—such as achievement, recognition, and the nature of the work itself—and extrinsic factors like salary, supervision quality, and working conditions (Herzberg, 1959; Hackman and Oldham, 1976). Moreover, job satisfaction is positively correlated with mental health, productivity, and organizational commitment, while also serving as a predictor of life satisfaction (Diener et al., 1999; Judge and Watanabe, 1993). Perceived fairness and equity in the workplace further contribute to satisfaction, especially among marginalized groups, emphasizing the role of organizational justice (Colquitt et al., 2001). Understanding the determinants of

job satisfaction is thus essential for enhancing employee well-being and ensuring organizational effectiveness. Theoretical frameworks such as the Job Characteristics Theory, the Two-Factor Theory, and the Job Demands-Resources (JD-R) Model have been instrumental in explaining how various job-related attributes affect employee satisfaction (Bakker and Demerouti, 2007).

Job satisfaction within the software development sector has garnered increasing scholarly attention due to the industry's fast-paced, high-demand nature and its strategic importance in the digital economy. While general determinants of job satisfaction—such as autonomy, recognition, and fair compensation—still apply, software developers often place a premium on factors like intellectual stimulation, technological freedom, flexible work arrangements, and opportunities for skill development (Beecham et al., 2008). The Job Characteristics Theory is particularly relevant in this context, as developers frequently seek roles with high task significance, autonomy, and continuous feedback (Hackman and Oldham, 1976). Additionally, the Job Demands-Resources (JD-R) model helps explain the dual impact of job stressors—tight deadlines, complex problem-solving, and rapid technological change—balanced by resources such as supportive teams, agile methodologies, and remote work policies (Tóth et al., 2019). In the IT sector, particularly among software developers, job satisfaction has been linked to factors such as technological challenges, agile team dynamics, and leadership style (George and Sreedharan, 2021a).

Studies show that job satisfaction among software engineers is closely linked to organizational outcomes including code quality, innovation, and turnover intention (França et al., 2014). Furthermore, perceptions of organizational justice, inclusion, and respect are emerging as critical components for maintaining satisfaction and psychological safety in diverse development teams (Ford et al., 2020). Therefore, understanding the unique motivational and environmental needs of software professionals is essential for retaining top talent and sustaining productivity in the knowledge economy.

Life Satisfaction

Life satisfaction, distinct from job satisfaction, refers to an individual's overall assessment of their quality of life according to self-chosen criteria (Diener et al., 1985).

Life satisfaction is a core component of subjective well-being and reflects an individual's overall cognitive evaluation of their life as a whole (Diener et al., 1985). It is distinct from momentary emotions or affective states and instead encompasses a broader, more stable assessment of life quality based on personal standards and aspirations. Theories such as the bottom-up and top-down approaches offer different perspectives: the former posits that life satisfaction is the sum of satisfaction in specific life domains (e.g., work, relationships, health), while the latter suggests that individual personality traits, such as optimism or neuroticism, significantly shape one's global life evaluations (Headey et al., 1993). Empirical research consistently identifies factors such as income, social relationships, physical and mental health, and perceived autonomy as strong predictors of life satisfaction (Dolan et al., 2008). Moreover, cultural context plays a crucial role in shaping what contributes to life satisfaction, with collectivist cultures often emphasizing social harmony and family, while individualist cultures prioritize personal achievement and self-expression (Oishi et al., 1999). Life satisfaction has also been linked to positive outcomes in physical health, longevity, job performance, and resilience, highlighting its importance as both a personal and societal well-being indicator (Lyubomirsky et al., 2005).

Recent academic literature has begun to focus more closely on the life satisfaction of software developers, reflecting a growing interest in their holistic well-being beyond the workplace. Life satisfaction, as a cognitive evaluation of one's overall quality of life (Diener et al., 1985), is influenced by both personal and occupational factors. In the context of software development, Graziotin et al. (2024) conducted a large-scale systematic literature review encompassing 44 quantitative studies with over 16,000 participants from 42 countries. Their findings conceptualize developer well-being as a multidimensional construct, combining hedonic (pleasure), eudaimonic (meaning), and integrated "hedaimonic" well-being. The study identified various predictors of well-being, including individual characteristics (e.g., personality traits, health, and motivation) and organizational factors (e.g., autonomy, team climate, workload, and job security). Higher levels of well-being among developers were found to correlate with improved performance, reduced turnover intention, and greater engagement.

Another relevant contribution is provided by Peslak et al. (2024), who investigated the global relationship between job satisfaction and life satisfaction among software developers. Although a positive relationship was found, the correlation was modest, suggesting that job satisfaction is only one of several contributing factors to life satisfaction. This finding reinforces the necessity of considering non-work domains such as family life, health, and leisure in evaluations of overall satisfaction and well-being.

Ethical perceptions in the workplace also appear to play a critical role. Chen (2024) demonstrated that software engineers who view their organizations as ethically responsible report higher job satisfaction, which in turn may contribute positively to life satisfaction. This supports previous findings in occupational psychology that link ethical organizational culture to improved employee morale and general well-being.

Collectively, these studies suggest that life satisfaction among software developers cannot be fully understood through occupational variables alone. Instead, a holistic perspective that integrates both personal and professional domains is required to accurately assess and support the overall well-being of professionals in the software industry.

Work-Life Balance

Work-life balance (WLB) has emerged as a central topic in organizational research, particularly within knowledge-intensive industries such as software development, academia, and finance. Defined as the equilibrium between professional responsibilities and personal life domains (Greenhaus and Allen, 2011), WLB is crucial for maintaining employee well-being, reducing stress, and enhancing life satisfaction. The increasing prevalence of flexible work arrangements, remote work technologies, and globalized workflows has reshaped the boundaries between work and home, making WLB both more attainable and more complex to manage (Kossek et al., 2011).

Empirical studies indicate that poor work-life balance can lead to adverse outcomes, including job burnout, reduced productivity, and negative spillover into personal relationships (Derks and Bakker, 2014). Conversely, organizations that actively promote WLB—through policies like flexible scheduling, workload management, and psychological support—report higher levels of employee satisfaction and retention (Allen et al., 2013). In software development, where long hours, deadline pressure, and rapid technological change are common, maintaining WLB is particularly challenging (Muller and Fritz, 2015). However, developers who report higher WLB tend to demonstrate better cognitive performance, lower turnover intentions, and improved mental health (Graziotin et al., 2019).

However, working from home can also lead to work-family conflict. Studies by Eurofound (2015) on ICT-mobile workers and teleworkers indicate that workers work longer hours, which affects work-life balance because the boundaries between work and personal life become blurred. (Sokolic, 2022, s. 207).

A common problem with work-life boundaries is balancing work schedules with other family members. For some parents, work hours become unclear because they need to take care of the household and run errands between their work sessions. In some cases, parents choose to sacrifice their sleep hours and work nights or early mornings, as these are the only quiet hours when they can focus on work and avoid frequent interruptions (Sokolic, 2022, s. 207).

Furthermore, individual factors such as boundary management styles (segmenters vs. integrators) influence how effectively employees manage work and non-work roles (Clark, 2000). Cultural context also shapes expectations and norms around WLB, with collectivist societies often placing more emphasis on family obligations and support structures (Haar et al., 2014). Thus, WLB is best understood as a multidimensional and context-sensitive construct that plays a vital role in sustainable career development and overall well-being.

Relationships Between Variables

Work-life balance is the extent to which individuals are equally engaged in and satisfied with their work and personal roles (Greenhaus and Allen, 2011). For software developers, achieving this balance

is often complicated by overtime work, remote working patterns, and expectations of constant availability. Studies have found that poor work-life balance contributes to emotional exhaustion and reduced organizational commitment, whereas supportive work environments enhance both job and life satisfaction (Kanwar et al., 2009; Haar et al., 2014).

Empirical findings suggest that these three constructs are interrelated in a cyclical manner. For instance, Thomson and Deepthi (2023) identified that higher work-life balance correlates positively with job satisfaction and indirectly supports life satisfaction. Similarly, Young et al. (2023) reported that perceived occupational satisfaction and commitment among IT professionals were significantly influenced by the quality of work-life balance.

This study adopts the view that job satisfaction, life satisfaction, and work-life balance are multidimensional yet interconnected constructs. Drawing from the spillover theory (Staines, 1980), which posits that experiences in one domain of life can influence outcomes in another, the framework proposed herein conceptualizes work-life balance as a mediator between job satisfaction and life satisfaction. Moreover, based on the person-environment fit theory (Kristof-Brown et al., 2005), it is assumed that individual well-being is maximized when workplace conditions align with personal needs and values—an increasingly relevant proposition in the knowledge-intensive and fast-paced software development environment.

Several empirical studies have confirmed that WLB positively influences job satisfaction by decreasing work-related strain and enhancing perceptions of organizational support (Casper et al., 2011), while simultaneously contributing to life satisfaction by preserving time and energy for non-work roles such as family, leisure, and health (Haar et al., 2014). Moreover, the Job Demands-Resources (JD-R) model provides a useful framework for understanding these interactions, positing that personal resources like WLB facilitate motivation and buffer the impact of job demands, thereby improving both job and life satisfaction (Bakker and Demerouti, 2007).

When the literature is examined, there are many studies examining job satisfaction, life satisfaction and work-life balance among the IT sector and software developers. Research by George and Sreedharan (2021b) emphasizes the importance of transformational leadership and effective work-life balance in enhancing job satisfaction among IT professionals. Kanwar et al. (2009) explored the predictive value of work-life balance and burnout on job satisfaction in both IT and IT Enabled Services (ITES) industries. They found that while burnout negatively affected job satisfaction, work-life balance was a positive and significant contributor.

Young et al. (2023) further supports the idea that work-life balance has broader implications beyond occupational satisfaction. Their findings showed that while job characteristics were important for occupational satisfaction, work-life balance significantly influenced occupational commitment and overall personal well-being, especially among female IT professionals.

Furthermore, employee retention in the digital age has also been linked to work-life balance and job satisfaction. Sheshadri et al. (2024) found a strong positive correlation between job satisfaction and retention among IT workers, suggesting that promoting a balanced work-life structure not only benefits individual well-being but also contributes to organizational sustainability by reducing turnover. Sheshadri et al. (2024) added that a combination of high job satisfaction and effective work-life balance strategies is instrumental in retaining talent within the digital sector.

A study by Thomson and Deepthi (2023) revealed a moderate to weak but positive correlation between work-life balance and satisfaction. Researchers explored emotional burnout and satisfaction levels among software developers and confirmed that while burnout decreases job satisfaction, improved work-life balance not only mitigates this effect but also enhances both professional and personal life satisfaction. In addition to job-related outcomes, life satisfaction among IT professionals has become an important metric of psychological well-being. Haar et al. (2014) conducted a cross-cultural study and found that better work-life balance led to increased job and life satisfaction across multiple countries, including among tech professionals. Furthermore, Spector et al. (2007) suggested that the extent to which job satisfaction spills over into life satisfaction may be moderated by cultural and organizational values, such as individualism, autonomy, and support for employee well-being.

Peslak et al. (2024) conducted a global-scale quantitative study using data from Stack Overflow and the World Values Survey to explore the connection between job satisfaction and life satisfaction among software developers. Their analysis revealed a weak but positive correlation, implying that while job satisfaction does influence life satisfaction, the relationship may not be as robust in this professional group due to various moderating factors such as work pressure or intrinsic motivation.

A qualitative study by Shrestha et al. (2024) involved interviews with 50 software engineers across 10 IT companies in Nepal. Participants emphasized physical and mental health, flexible work hours, managerial support, and career development opportunities as key components of achieving work-life balance. These findings align with global concerns about mental well-being in the tech industry and stress the need for supportive organizational policies.

In a mixed-methods study, Martinez Montes et al. (2025) examined the well-being of software engineers across multiple countries. Through surveys and interviews with 15 participants, the study identified critical factors influencing well-being, including perceived control, team collaboration, organizational support, and cultural attitudes toward work. The findings reinforce the multidimensional nature of developer well-being and highlight the importance of both individual and organizational factors.

Further, Graziotin et al. (2017) investigated unhappiness among 1,318 software developers. Their study reported that while developers tend to be mildly happy overall, understanding and reducing the sources of unhappiness could lead to significant gains in productivity and engagement. The authors argue that emotional well-being is not only a personal issue but a productivity concern for organizations employing software professionals.

Thomson and Deepthi (2023) investigated the relationship between burnout, work-life balance, and job satisfaction among 130 software developers in India. Their study found a moderate negative correlation between burnout and job satisfaction, and a weak but positive relationship between work-life balance and job satisfaction.

Barca et al. (2025) report that work-life balance and job satisfaction are positively and significantly related, with the impact of work-life balance on job satisfaction being stronger for teleworkers than for traditional employees. Similarly, Arlı (2025) found that work-life balance had a strong positive impact on job satisfaction in her study with 436 participants working remotely.

Recent research also accounts for socio-demographic factors in evaluating the relationship between work-life balance and job-related outcomes. Young et al. (2023) investigated occupational satisfaction and commitment among IT professionals and identified that while occupational characteristics were strongly linked to satisfaction, work-life balance played a more critical role in influencing occupational commitment—particularly among female professionals. This underscores the intersectional influence of gender on work-life dynamics in high-tech industries.

Taken together, these studies indicate that promoting work-life balance is essential not only for job satisfaction but also for broader well-being outcomes such as life satisfaction. In the IT sector, where the boundaries between work and personal domains are increasingly fluid, such initiatives are crucial for sustainable professional development and organizational resilience.

HYPOTHESIS AND RESEARCH METHOD

Hypothesis

According to spillover theory (Staines, 1980), positive or negative experiences at work can carry over into one's personal life. The hypotheses created in line with the literature review and the objectives of the study are as follows.

H1: There is a positive significant relationship between job satisfaction and life satisfaction.

H2: There is a positive and significant relationship between job satisfaction and the positive factors of Work-Life Balance.

H2a: There is a positive and significant relationship between job satisfaction and PLEW

H2b: There is a positive and significant relationship between job satisfaction and WEPL

H3: There is a negative and significant relationship between job satisfaction and the negative factors of Work-Life Balance.

H3a: There is a negative and significant relationship between job satisfaction and PLIW

H3b: There is a negative and significant relationship between job satisfaction and WIPL

H4: There is a positive and significant relationship between life satisfaction and the positive factors of Work-Life Balance.

H4a: There is a positive and significant relationship between life satisfaction and PLEW

H4b: There is a positive and significant relationship between life satisfaction and WEPL

H5: There is a negative and significant relationship between life satisfaction and the negative factors of Work-Life Balance.

H5a: There is a negative and significant relationship between life satisfaction and PLIW

H5b: There is a negative and significant relationship between life satisfaction and WIPL

The conceptual model presented above posits a relationship between software developers' work-life balance, job satisfaction, and life satisfaction.

Procedure

The questionnaire link prepared via Google forms was disseminated in email lists and social networks by the snowball technique, where the initial participants of a study suggest new participants, who in turn suggest new participants, and so on. The orientation was that the participant should be working and that s/he should answer the all items. Participants were volunteers who were invited to sign the Informed Consent Form and assured of the confidentiality of responses and identity.

Participants

Data were collected from a total of 83 software developers. Before starting the online survey an informed consent clarifying all necessary information regarding the survey and the research was provided. Ethical approval for the study was granted by the Hacı Bayram Veli University Social and Human Sciences Ethics Committee at its meeting on May 28, 2025.

Scales Used in the Research

Job Satisfaction: The job satisfaction scale (JS), whose Turkish reliability and validity study was conducted by Keser and Bilir (2019), was used in the study. The scale contains five questions. The items are answered on a 5-point Likert scale, ranging from 1 (none) to 5 (very much).

Life Satisfaction: The life satisfaction scale (LS), whose Turkish reliability and validity study was conducted by Köse, Çobanoğlu and Mercan Sarı (2022) was used in the study. The scale contains eight questions. The items are answered on a 5-point Likert scale, ranging from 1 (none) to 5 (very much).

Work-Life balance: The work-life balance scale (WLB), for which the Turkish reliability and validity study was conducted by Ekinçi and Sabancı (2021), was used in the study. The first six questions on the scale measure the personal life interference with work (PLIW). Questions 7-11 measure the work interference with personal life (WIPL), questions 12-14 measure the personal life enhancement of work (PLEW), and questions 15-17 measure the work enhancement of personal life (WEPL). The items are answered on a 5-point Likert scale, ranging from 1 (none) to 5 (very much).

Data Analysis

The analysis of statistical assumptions was performed in the SPSS, version 26. An exploratory factor analysis of the scales was performed, based on the Kaiser-Mayer-Olkin (KMO) criterion and Bartlett's test of sphericity. The KMO shows how much of the items' variance proportion can be explained by a latent variable; in this case, values of above .70 will be considered. Bartlett's test of sphericity evaluates to what extent the (co)variance matrix is similar to an identity matrix, where significant values ($p < .05$) suggest that the matrix is factorable. The reliability of the factor structure was calculated by Cronbach's alpha. The hypotheses were verified from Pearson's correlation analysis. Previously, normality was checked. One-Way Anova and Independent Samples T Test were used to measure whether the variables differed according to socio-demographic factors.

FINDINGS

The socio-demographic characteristics of the participants are shown in Table 1.

Table 1. Demographic Characteristics of Participants

		Sayı	%			Sayı	%
Age	Less than 25	7	8,4	Sex	Woman	14	16,9
	25-35	26	31,3		Man	69	83,1
	36-45	37	44,6	Work Place	Office	46	55,4
	46-55	12	14,5		Remote	21	25,3
	More than 55	1	1,2		Hybrid	16	19,3
Marital Status	Bekar	32	38,6	Professional Experience	Less than 2 year	7	8,4
	Evli	51	61,4		2-5 year	13	15,7
Number of Child	0	42	50,6		6-10 year	11	13,3
	1	20	24,1		10-20 year	37	44,6
	2	16	19,3		More than 20 y.	15	18,1
	3 or more	5	6	Monthly Net Earnings	Less than 500 €	1	1,2
Education	Undergraduate	45	54,2		501-1100 €	5	6
	Postgraduate	30	36,1		1101-2000 €	42	50,6
	Doktorate	8	9,6		2001-3300 €	22	26,5
Work Status	Private Sector	38	45,8		3301-5500 €	10	12
	Public Employee	41	49,4	More than 5500 €	3	3,6	
	Self- employed	2	2,4				
	Platform Worker	2	2,4				

44.6% of the participants are between the ages of 36-45, 83% are male, 61.4% are married, 50.6% have no children, 54.2% have a bachelor's degree, 49.4% are public employees, 55.4% work from the office, 44.6% have 10-20 years of experience, and 50.6% have a monthly net income of between 1101-2000 €.

Analysis Results

The number of questions, mean values, standard deviations, C. Alpha coefficients, KMO values and Bartlett's test of sphericity results of the variables are shown in Table 2.

Table 2: Descriptive Statistics and Reliability Analysis

	N	Ort.	Std. Sapma	C. Alpha	KMO	Barlett
LS	8	3,4533	,68234	0,833	,756	,000
JS	5	3,6410	,78446	0,822	,826	,000
PLIW	6	2,1486	,93560	0,923	,882	,000
WIPL	5	2,6916	1,04312	0,913	,879	,000
PLEW	3	3,3092	,92215	0,810	,616	,000
WEPL	3	3,2129	1,00753	0,854	,714	,000

Exploratory factor analysis was performed on all scales and KMO and Bartlett values were examined. Based on the results presented in the table, the reliability and validity analyses indicate that the measurement instruments used in the study are statistically sound. The Cronbach's Alpha values range between 0.810 and 0.923, demonstrating a high level of internal consistency across all scales. Similarly, the KMO values, varying between 0.616 and 0.882, suggest that the data are generally suitable for factor analysis. The significance of Bartlett's Test of Sphericity ($p < 0.001$ for all scales) further supports the appropriateness of conducting factor analysis, confirming sufficient correlations among the items.

With regard to descriptive statistics, participants reported above-average levels of life satisfaction ($M = 3.45$) and job satisfaction ($M = 3.64$). However, the dimensions of work-life balance revealed more differentiated results. The mean score for the personal life interference with work (PLIW) was particularly low ($M = 2.14$), indicating that participants perceive work demands as significantly interfering with their private lives. Likewise, the work interference with personal life (WIPL) was rated relatively low ($M = 2.69$). In contrast, the dimensions reflecting the positive ($M = 3.30$) and negative ($M = 3.21$) impact of life on work yielded higher mean values, suggesting a more balanced perception of how personal life influences work performance.

According to the Skewness and Kurtosis values, all variables fall within the ± 1 range, indicating that the assumption of normal distribution is met. This finding suggests that the data are suitable for the use of parametric tests. Therefore, Pearson correlation analysis was employed to examine the relationships among the variables. As emphasized by Tabachnick and Fidell (2013), skewness and kurtosis values within this range provide evidence for the appropriateness of parametric statistical techniques.

Table 3: Correlation Analysis

	JS	LS	PLIW	WIPL	PLEW	WEPL
Job Satisfaction (JS)	1					
Life Satisfaction (LS)	,651**	1				
PLIW	-,329**	-,301**	1			
WIPL	-,341**	-,537**	,507**	1		
PLEW	,428**	,509**	-,322**	-,422**	1	
WEPL	,649**	,409**	-0,104	-,237*	,417**	1

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

* Correlation is significant at the 0.05 level (2-tailed).

The results of the Pearson correlation analysis reveal significant associations among job satisfaction, life satisfaction, and the dimensions of work-life balance. First, job satisfaction is strongly and positively correlated with life satisfaction ($r = .651$, $p < .01$; H1 accepted), indicating that individuals who experience higher levels of satisfaction in their jobs are also more likely to report higher levels of overall life satisfaction. In addition, job satisfaction is positively associated with the positive effect of life on work (WEPL; $r = .649$, $p < .01$; H2b accepted) and the positive effect of work on life (PLEW; $r = .428$, $p < .01$; H2a accepted). Similarly, life satisfaction is positively correlated with both PLEW ($r = .509$, $p < .01$; H4a accepted) and WEPL ($r = .409$, $p < .01$; H4b accepted). These findings suggest that reciprocal enrichment between work and personal life contributes to higher levels of both job and life satisfaction.

On the contrary, negative spillover effects demonstrate adverse associations with well-being indicators. The negative impact of work on personal life (WIPL) shows a significant negative correlation with life satisfaction ($r = -.537$, $p < .01$; H5b accepted) and job satisfaction ($r = -.341$, $p < .01$; H3b accepted), suggesting that when work interferes with personal life, individuals experience diminished satisfaction in both domains. Similarly, the negative impact of personal life on work (PLIW) is negatively associated with job satisfaction ($r = -.329$, $p < .01$; H3a accepted) and life satisfaction ($r = -.301$, $p < .01$;

H5a accepted). These results underscore the detrimental role of conflict between work and personal domains, which undermines both occupational and overall well-being.

Taken together, the findings provide empirical support for the bidirectional nature of work–life interaction. Positive spillover effects from both domains appear to reinforce job and life satisfaction, whereas negative spillover effects erode them. This highlights the importance of fostering organizational and individual strategies that minimize conflict and promote enrichment across the work–life interface.

Relationship Between Variables and Socio-Demographic Factors

One-Way Anova and Independent Samples T Test were used to measure whether the variables differed according to socio-demographic factors.

The Independent Samples T-Test results for marital status and gender variables are given in Table 4. It is observed that none of the variables differed according to marital status and gender.

Table 4. *Samples T-Test Results*

		N	Mean	Std. Deviation	Std. Error Mean	Sig. (2-tailed)	
Marital Status	JS	Single	32	3,5375	0,78443	0,13867	0,344
		Married	51	3,7059	0,78522	0,10995	
	LS	Single	32	3,3164	0,6956	0,12297	0,149
		Married	51	3,5392	0,66638	0,09331	
	PLIW	Single	32	2,1979	0,82244	0,14539	0,706
		Married	51	2,1176	1,00681	0,14098	
	WIPL	Single	32	2,8688	1,11368	0,19687	0,222
		Married	51	2,5804	0,99137	0,13882	
	PLEW	Single	32	3,0625	0,90968	0,16081	0,053
		Married	51	3,4641	0,9045	0,12666	
WEPL	Single	32	3,3021	1,11155	0,1965	0,526	
	Married	51	3,1569	0,94364	0,13214		
Sex	JS	F	14	3,8143	0,84658	0,22626	0,368
		M	69	3,6058	0,77305	0,09306	
	LS	F	14	3,4821	0,69139	0,18478	0,864
		M	69	3,4475	0,68546	0,08252	
	PLIW	F	14	2,0357	0,82736	0,22112	0,623
		M	69	2,1715	0,95997	0,11557	
	WIPL	F	14	2,5714	1,36067	0,36365	0,639
		M	69	2,7159	0,97703	0,11762	
	PLEW	F	14	3,4762	0,94022	0,25128	0,461
		M	69	3,2754	0,9217	0,11096	
WEPL	F	14	3,4762	1,05987	0,28326	0,286	
	M	69	3,1594	0,99608	0,11991		

The results of the independent samples t-tests revealed no statistically significant differences in job satisfaction and life satisfaction across marital status. Although married participants reported slightly higher levels of job satisfaction ($M = 3.71$) and life satisfaction ($M = 3.54$) compared to their single counterparts ($M = 3.54$; $M = 3.32$, respectively), the differences were not significant ($p > .05$). Similarly, no significant differences emerged between single and married participants regarding the negative impact of personal life on work (PLIW) and the negative impact of work on personal life (WIPL). However, the positive effect of work on life (PLEW) approached significance ($p = .053$), with

married participants ($M = 3.46$) perceiving higher enrichment from work to life compared to singles ($M = 3.06$). This finding suggests a potential trend in which married individuals may experience more positive spillover from work into personal life, although the effect did not reach conventional levels of statistical significance.

Regarding gender, no significant differences were found between female and male participants in job satisfaction, life satisfaction, or any of the work–life balance dimensions ($p > .05$). While female respondents tended to report slightly higher job satisfaction ($M = 3.81$ vs. 3.61) and life satisfaction ($M = 3.48$ vs. 3.45) than their male counterparts, these differences were not statistically significant. Similarly, females scored marginally higher on positive spillover dimensions (PLEW and WEPL), but the differences again did not reach significance.

A one-way ANOVA test was conducted to test whether the other independent variables like income, experience, number of child, work model (Office, remote, hybrid), employment type (employee, self-employed, public employee, platform worker) differed. It was found that the independent variables did not differ significantly. The differentiating variables and the method used to test which group caused the difference are shown in Table 5.

Table 5. *One-way Anova Test Summary*

Dependent Variable	Significant Independent Variable	Homogeneity of Variance	Post-hoc Test
Job Satisfaction	Experience ($p = 0.011$)	Homogeneous	Tukey
Life Satisfaction	Income ($p = 0.022$)	Not homogeneous	Games-Howell
WIPL	Experince ($p = 0.042$)	Not homogeneous	Games-Howell
WEPL	Experince ($p = 0.000$)	Homogeneous	Tukey

Post-Hoc Results

The post-hoc Tukey HSD analysis revealed that job satisfaction significantly differed according to professional experience. Specifically, employees with less than 2 years of experience reported significantly higher job satisfaction compared to those with 2–5 years of experience (Mean Difference = 1.107 , $p = .017$). In contrast, no significant differences were found between the group with less than 2 years of experience and the groups with 6–10 years, 10–20 years, or more than 20 years of experience. Furthermore, employees with 2–5 years of experience had significantly lower job satisfaction compared to those with 6–10 years of experience (Mean Difference = -0.853 , $p = .048$). However, differences between the 2–5 years group and the 10–20 years and more than 20 years groups did not reach statistical significance.

Overall, these findings indicate that early-career employees (less than 2 years) tend to report higher levels of job satisfaction compared to their counterparts with slightly longer experience (2–5 years). Additionally, job satisfaction appears to improve again after 5 years, as the 6–10 years group reported significantly higher satisfaction than the 2–5 years group.

The post-hoc analysis tested differences in life satisfaction across income groups. The Games-Howell test, which is more robust in cases of unequal variances, revealed a significant difference between the €1101–2000 and the €3301–5500 income groups (Mean Difference = -0.523 , $p = .033$). Specifically, individuals earning €3301–5500 reported significantly higher life satisfaction than those earning €1101–2000.

The Games-Howell post-hoc analysis was conducted to further explore the differences in WIPL (Work Interference with personal life) across professional experience groups. The results revealed a statistically significant difference between employees with 6–10 years of professional experience and those with 10–20 years of experience (Mean Difference = -0.898 , $p = .027$). Specifically, individuals with 10–20 years of experience reported higher levels of work-to-life interference compared to those with 6–10 years of experience. No other pairwise comparisons among the professional experience groups reached statistical significance ($p > .05$). Nevertheless, the direction of the mean differences suggests that employees with less than 2 years or more than 20 years of experience reported relatively moderate

levels of interference compared to the mid-career groups. Overall, these findings imply that mid-level professional experience (particularly between 10–20 years) may be associated with increased perceptions of work interfering with personal life, whereas individuals with slightly less experience (6–10 years) perceive such interference as less severe.

The Tukey HSD post-hoc test examined differences in WEPL (Work enhancement of personal life) across professional experience groups. The results indicate that, employees with less than 2 years of experience reported significantly higher levels work enhancement of personal life compared to those with: 2–5 years ($p < .001$), 10–20 years ($p < .001$) and more than 20 years ($p < .001$). In contrast, the difference between employees with less than 2 years and those with 6–10 years of experience approached significance ($p = .057$), suggesting a potential trend but not meeting the conventional threshold. No other pairwise differences among the experience groups were statistically significant ($p > .05$). The findings suggest that early-career employees (less than 2 years of experience) perceive work enhancement of personal life to a much greater extent than their more experienced counterparts. As professional experience increases beyond 2 years, perceived interference from work on personal life seems to stabilize and remain relatively similar across groups.

DISCUSSION AND CONCLUSION

This study examined the relationships between job satisfaction, life satisfaction, and work–life balance among software developers, and the findings are largely consistent with prior research. The results revealed a strong positive association between job satisfaction and life satisfaction, suggesting that work experiences substantially shape individuals' overall life evaluations. This aligns with Judge and Watanabe's (1993) findings on the close interconnection between job and life satisfaction. Furthermore, the results demonstrated that positive spillover between work and personal life enhances both job and life satisfaction, while negative spillover diminishes them. This finding is consistent with the "spillover" model emphasized in the work–family balance literature (Greenhaus and Allen, 2011). In particular, the strong negative correlation between work-to-life conflict (WIPL) and life satisfaction highlights the pressures software developers face as a result of heavy workloads and fast-paced industry dynamics, corroborating evidence from Muller and Fritz (2015) on the psychosocial strains in the IT sector. The results of the analyses indicated that all of the proposed hypotheses were supported, demonstrating that the theoretical relationships outlined in the study were empirically validated.

Sociodemographic analyses showed that gender and marital status did not significantly influence job or life satisfaction. This suggests that in knowledge-intensive sectors such as software development, the nature of the work itself may outweigh demographic variables in shaping employee experiences. However, differences emerged in relation to professional experience and income. Early-career employees (less than two years) reported higher job satisfaction and perceived greater positive spillover from work to personal life, which may reflect strong motivation and learning opportunities during the initial career stage. Conversely, the decline in satisfaction among the 2–5 years experience group may indicate a mismatch between expectations and workplace realities.

Additionally, income was found to significantly influence life satisfaction, with employees in higher income groups reporting greater overall satisfaction. This outcome supports Diener et al.'s (1999) findings on the role of material conditions in shaping quality of life perceptions.

The findings of this study indicate that job and life satisfaction among software developers are closely linked to work–life balance, and in particular, to the balance of positive and negative spillover effects. Based on the analyses, job satisfaction is a strong predictor of life satisfaction. Developers' experiences in the workplace significantly affect their overall well-being. Positive spillover between work and personal life enhances both job and life satisfaction, whereas negative spillover undermines them. Career stage matters. Early-career employees report higher satisfaction, but this tends to decline during the 2–5 years stage before stabilizing in later career phases. Income plays a critical role in life satisfaction, highlighting the importance of financial stability in employees' overall well-being.

These results have important implications for human resource practices in the software industry. Employers should consider implementing policies that support employees' work-life balance, such as flexible work arrangements, career development opportunities, and psychosocial support systems. Such practices may not only improve individual well-being but also enhance organizational sustainability. The sample size represents a limitation of this study. Future research should build upon these findings by employing larger and more diverse samples to enhance the generalizability and robustness of the results.

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