

Impact of Work Life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan

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Abstract– In a changing economy managing an individual employee is more difficult than ever before. Work life imbalance effect both personal and work life. A balanced life is one where we spread our energy and efforts between key areas of importance. Work life balance has become important and necessary for almost all categories of employees, including those employees in teaching position. This paper explored the impact of work life balance on job satisfaction and organizational commitment among teaching employees of university of Gujrat. A sample of 171 employees gathered via stratified random sampling which has been provided the basis for analysis. Data was collected through questionnaire and analyzed through SPSS. The correlation result shows that significant positive relationship exists between work life balance and job satisfaction of university teachers. So our hypothesis H1 is accepted. The Pearson correlation results also indicate that there is positive relationship exists between work life balance and organizational commitment of university teachers. So our hypothesis H2 is also accepted.

Keywords– Work-Life Balance, Job Satisfaction and Organizational Commitment

I. INTRODUCTION

This study explored the impact of work life balance on job satisfaction and organizational commitment among teaching employees of University of Gujrat. This research focused to find out how balance of work and life affects the satisfaction of employees and commitment of employees with the organization. A public sector university from Gujrat division of Pakistan was selected for research purpose. In today changing environment researcher's show interest in work life balance and its consequences therefore this area was selected for research purpose. Work life balance definition includes three important themes. These include the need for employees to achieve an acceptable balance between work and family lives, a need for employer to facilitate their employees by providing programs and provide flexibility to the employees (H.De cieri). In work life balance state an

individual manage conflict between different demands on his or her time and energy in a way that satisfy his or her need for well being. Organization encouraging work life balance is a way to attract and retain employees who support the well being of the organization. Work life imbalance has negative results for effective functioning of organization (Raj.R, 2013). Job satisfaction is a reward that an employee aimed as a result of productive activity apart from his income. So organization should consider this variable to satisfy employees to retain their best workers (Noraani Mustapha, 2013). Employee's satisfaction towards organizational policies leads to greater organizational productivity as a result of employee performance. (Shagufta Sarwar, 2013) There is positive relationship between rewards and employees job satisfaction. Organization gain high productivity when their workers are satisfied with organizational policies and practices. Organizational commitment is comprised of three dimension affective, continuance, and normative commitment. Affective commitment determines employee's intention to leave or stay in the organization. Research results found that some factor such as gender, attainment, job satisfaction and work ethics affect the employee organizational commitment (R. Alaba Adenguga, 2013).

A. Statement of Problem

Companies that have implemented the work life balances programs recognize that employee welfare affects the bottom line of the business. In today's competitive world, organizations are spending lot of time and money on employee satisfaction in an effort to improve productivity, and also to help the organization needs (Bhatnagar). The existing literature demonstrates number of studies that have addressed the importance of work life balance, job satisfaction and organizational commitment for the organization as well as for the individuals. The purpose of this study was to examine the impact of work life balance on job satisfaction and organizational commitment among teaching employees of University of Gujrat, and also tests the relationship among

these variables. So the problem statement for this research was as follows:

“What is the impact of work-life-balance on job satisfaction and organizational commitment”.

B. Objectives of the Study

Following are the main and sub objectives of the study:

Main Objectives: To find the impact of work life balance on job satisfaction and organizational commitment.

Sub Objectives:

- To find the impact of work life balance on job satisfaction.
- To find the impact of work life balance on organizational commitment.

II. LITERATURE REVIEW

A. Work Life Balance

Work life balance practices are organizational changes designed to reduce work family conflict. These work life balance practices enable employees to be effective in both work and personal roles. The more control an employee has on their lives the more able they are to balance work and family. (Iqan lazar, 2010) Conclude that, a successful balance between work and non work roles are beneficial for both employee and employer. And this balance in work and life domains enhances quality of personal relationship and organizational outcomes.

According to (Susi.S, 2010) Work life balance is drive for satisfaction of employees. Many organizations feel the need of work life balance which include retention of valuable work force, reduce work family conflict, and reduce employee stress, job satisfaction and better life balance. Work life balance practices need to be supported and encouraged at workplace culture. Strong and supportive organizational culture increase employee intent to remain in the organization.

(Felicity Asiedu-Appiah, 2013) concludes that work life balance is important in enhancing employee performance at work and home. Gender difference exists in work life balance needs because work and non-work responsibilities are different for male and females. Some research results show that female demonstrated more need for work life balance as compared to male. An individual derive satisfaction in life from work and family domains. Researches find that work balance practices effect overall organization and individual performance.

(R.lockwood, 2003) Define Work life balance as a managing work and personal responsibilities. Work-life programs require support from senior management. For work/life benefits in work environment it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accepts employees as individuals with priorities beyond the workplace. Work life balance programs increased employee motivation and productivity.

B. Job Satisfaction

Job Satisfaction also refers to the employee's general attitude towards his job. Job satisfaction is used to describe how content an individual is with his or her job. Many organizations develop training programs and benefits packages to develop loyal employees. Longer employees work for the organization, more valuable the employees become. Job satisfaction is most important attitude in the field of the organization behavior (Ms. chetna pandey, 2012).

Every organization tries to create satisfied work force to operate the well being of the organization because satisfied worker extend more effort to job performance. Total organizational performance depends on efficient and effective performance of individual employees of the organization. (M.D.Pushpakumari, 2008) Further add that when employee is satisfied with the job he is motivated to perform the job with great effort. A satisfied individual employee and his effort and commitment are necessary for the success of the organization.

Many organizational managers believe that salaries and financial benefits are the way to increase job satisfaction. According to (Al-Zoubi, 2012) employees also agree that salaries will increase the job satisfaction and as a result level of individual performance also raised. Job satisfaction also increases employee motivation at work. But Researches also examined that salary can effect job satisfaction when other job characteristics are positive.

Employee satisfaction is used to describe whether employees are happy and fulfilling their desire and needs. Employee satisfaction can help to build commitment of employees towards organization. (Bharati Deshpande, 2012) Found that financial benefits, employee relations, work environment and role clarity are the factors that are used to measure job satisfaction of employees at work. Employee satisfaction is a factor in employee motivation and goal achievement.

(Afshan Naseem, 2011) Found that satisfied employees show excellent performance that leads to organizational success thus result in improved financial success. Employee satisfaction increases the quality of work. Employee satisfaction leads to customer satisfaction because customer service eventually depends on the community who provide that service. Result of the study show that employee satisfaction is a key factor of organizational success.

C. Organizational Commitment

(Maria batool, 2013) concludes that job stress and organizational commitment are negatively related, but no significant negative relationship between sub variables (effective, continuance, and normative commitment).When stress is reduced, organizational and individual performance will improve and employees are more committed with the organization as a result higher productivity. When stress level is reduced, employees are more excited and motivated towards their work.

According to (Sajid Bashir, 2008) Work life policies and career opportunities are correlated with organizational commitment. But job characteristics don't determine organizational commitment. Research result show that role of employee are effected due to work role conflict. Organization

can use different work life policies to reduce work life conflict and induce organizational commitment.

D. Relationship between Work-life-balance and Job Satisfaction

In many organizations human resource managers evaluate personnel practices to increase employee loyalty toward the organization. In addition many organizations have begun to take a role in developing quality of work-life programs. (Sakthivel Rania, 2011) Found that recognition was linked with work/life balance, which leads to employee satisfaction and the effects of recognition for the employee contribution are reflected in their satisfaction. Work task and work life are positive related. Pay is related to mediating factor of work/life balance which ends up in employee satisfaction. Benefits are highly correlated to work life balance. Better benefits programs leads to employee satisfaction. Today human resource has concluded that there is strong relationship between employee satisfaction and business. In result organization focus on developing policies and programs on work life issues.

Employees feel more satisfaction with their work and family when they enjoy the benefits of work life balance programs provided by their employers. (Yutaka Ueda, 2012) Conclude that work life balance programs have different effects for male and female employees. Male employees are satisfied with all the three measures such as job, work life balance program and employer. But female employees have a significant relationship only with employer satisfaction. Work life balance programs have greater effects for Employees of higher income as compared to lower income.

(bhatnagar) Conclude that organizations always give importance to productivity and as result stress increased. And stress effect both personal and work life. Work life balance provides balanced relationship between personal and work life. Result of researches show that there is direct relationship between job satisfaction and productivity. Nonfinancial rewards often have more impact than finance rewards in attaining job satisfaction.

E. Relationship between Work-life-balance and organizational commitment

Work life balance and organizational commitment both are important because, they are playing important role in the organizations performance and family well being (D.Sakthivel) Finds that there is positive relationship between work life balance and organizational commitment. Today competitive environment demands balanced personal and work life. Organization actively seeks to improve job satisfaction and organizational commitment as well as to reduce stress through work life balance policies.

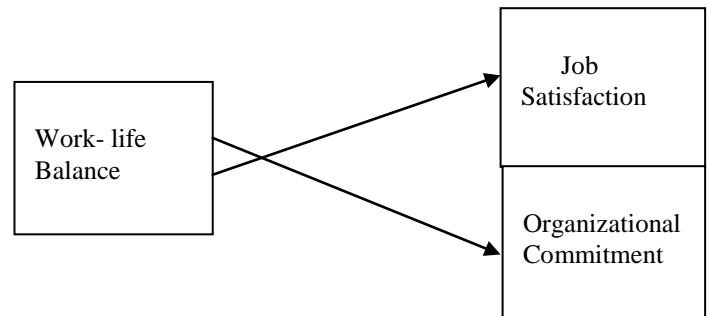
(Noor, 2011) Work life balance is positively related with job satisfaction and organizational commitment and negatively related with intention to leave. Noor finds that Employees are happy to work in an organization that helps them to balance between the needs of personal and the needs of work life. Difficulty in balancing work and personal life effect job satisfaction, organizational commitment and more this leads to turnover.

III. THE STUDY

A. Hypothesis

H1: There is a positive relationship between work life balance and job satisfaction of teaching employees of University Of Gujrat

H2: There is a positive relationship between work life balance and organizational commitment of teaching employees of University Of Gujrat.



Predictive Model of Study with Factors of Work-life-balance, Job satisfaction and organizational commitment

Figure 1: Theoretical Framework

B. Design

Research design is a logical plan of research, a strategy of inquiry, that explain the way research is conducted from the underlying assumptions to research design, and data collection(Myers, 2009).

Positivism paradigm

According to (Cohen D, 2006) Positivist approach to research is based on knowledge gained from 'positive' verification of observable experience. This philosophy is of the view that there is an objective reality, people can know this reality, and symbols can accurately describe and explain this objective reality. This shows cause-and-effect relationship that can be used as a basis for predicting and controlling natural phenomena. As my research also showed all these characteristics like one objective reality of work-life balance which has been proved by the representative population; therefore this research followed the paradigm of positivism. This paradigm included the following philosophical assumptions:

1) Ontology

According to (Jfermiller, 2010) Ontology is the study of the nature of reality, the specification of concepts, and the body of knowledge describing a domain of knowledge that is commonly known. In this research reality under consideration has seen "the impact of work life balance on job satisfaction and organizational commitment".

2) Epistemology

Epistemology is the study of how we acquire knowledge. Epistemology is empirical and it is based on what can be

known either by direct observation or accepted as measured by a reliable source. Epistemology is the study of knowledge and knowing based on well justified belief. In this research hypothesis has developed to measure the relationship of employee job satisfaction, work life balance and organizational commitment. And this relationship was proved by collecting information from employees of University Of Gujrat.

Methodology

According to (Cohen D, 2006) positivism approaches rely heavily on experimental and manipulative methods. Methodology of positivism involves hypothesis generation and testing, proving and refuting. Quantitative methods used in methodology. My research also followed the same method of generating hypothesis, testing and proved the findings by acquiring knowledge.

1) Population

The employees of University of Gujrat were selected for research purpose. Total teaching employees of University Of Gujrat were served as the study population of this research.

2) Sampling Design

A stratified sample is a sampling technique in which target population is divided into different subgroups, and then randomly selects the final sample proportionally from the different strata (Babbie, 2001). In this study population was heterogeneous because teaching employees belong to different departments. Heterogeneous population was divided into homogeneous subgroup, so departments were divided into different strata and randomly select the sample of teachers of 171. So in this study stratified random sampling was used to reduce the heterogeneity of population.

3) Sample Size

The sample size was determined by using Taro Yamane's formula.

Taro Yamane's Formula:

n = Sample Size

N = Total Population

e = Margin of Error

1 = Constant Number

$$n = \frac{N}{1 + N(e)^2}$$

$$300 / 1 + 300(0.05)^2$$

$$n = 171$$

The sample was generated by using Stratified Random Sampling technique. Departments were divided into different strata and randomly select the sample of teachers of 171.

C. Measures

Work life balance was measured using (Mukhtar, Work life balance and job satisfaction among faculty at Iowa State University, 2012) and (Cooper, 2001) scale of work life

balance. Items considered for work life balance were work life balance and conflict, nature of job and organizational support for work life balance. Employee job satisfaction was measured using (Atkinson, 2011) scale of job satisfaction. Overall job satisfaction was comprised of extrinsic and intrinsic job satisfaction. MSQ was scored on two scales; extrinsic and intrinsic job satisfaction. The extrinsic job satisfaction scales included the following; compensation, working conditions, co-workers, advancement, recognition, organization policies, supervision, promotion. The intrinsic job satisfaction factors were activity, variety, social status, moral values, achievement, social services, responsibility, ability, freedom, authority. Organizational commitment was measured using (Atkinson, 2011) scale of organizational commitment. It was aimed to measure the general level of organizational commitment among respondents. The items used in the questionnaires were measured using a 5-item scale ranging from "strongly disagree/dissatisfied" (1) to "strongly agree/satisfied" (5).

IV. PROCEDURES

The analyses consisted of three stages using Statistical Package for the Social Sciences (SPSS) software. The first stage was to analysis the demographic profile of respondents. The second stage of the analyses was the conducting of reliability estimates to ensure consistency. Cronbach's coefficient alpha was generated by using SPSS software and conducted descriptive statistics and correlation analyses, which measures how well the variables positively relate to one another. The third stage of the analysis of the conceptual model was regression analysis. This stage of analysis enabled an examination of the hypothesized relationships shown in the conceptual model. From total sample of 171 questionnaires 131 questionnaires were completed and returned.

V. RESULTS

Table 1 presents the frequency of gender highest degree, rank and salary rang. Out of total figure of 171 participants 65.6 per cent were male and 34.4 per cent were female. In this study 10.7 per cent respondents have doctorate degree, 72.5 per cent have master degree, 11.5 per cent have bachelor and 5.3 per cent have other degrees. Furthermore 10.7 per cent respondents were those who work as assistant professor, 52.8 per cent who work as a lecturer, and 36.6 per cent are those who work for other rank. Out of total respondents 48.9 per cent respondents have salary below 30000, 36.6 per cent employees have salary range from 30000-49000, 3.8 per cent of total respondent's have salary range from 50000-69000, 10.7 per cent respondents have salary ranged more than 100000.

Table 2 presents the means and standard deviations of the examined variables. The mean scores for work life balance and job satisfaction were greater than three indicating a high degree of agreement from the respondents. Moreover, the standard deviations for the three variables ranged from 13.76382 to 6.35304 indicating that the data were reasonably homogeneous. Table 2 displays the Pearson correlation result for all the variables in this study. The dependent variable of

job satisfaction has strongly related to work life balance. In addition, the other hypothesized dependent variables of work life balance, organizational commitment, had a positive correlation with the work life balance variable.

Regression analyses tested the hypothesis which is formed in conceptual model. To test hypothesis H1, whether work life balance has a positive effect on achievement of job satisfaction, regression analysis examined the effect of the assessed linkage. Table 3 shows that .240 per cent of the variance in the assessed linkage was explained by the independent variable work life balance some degree of confidence in interpreting the result. The results of regression table 3 indicate that independent variables (work life balance) has significant positive relationship with dependent variable (job satisfaction) signified by the coefficient of Beta factor of work life balance is 0.496 and T value is 6.490 is significant at $p < 0.001$ significant level. Based on the given statistical results H1 is accepted as it shows that strong positive relationship exists between work life balance and job satisfaction.

Regression analysis tested hypothesis H2, whether work life balance has a positive effect on achievement of organizational commitment. Table 4 shows that .257 per cent of the variance in the independent variable, work life balance was explained. The results of regression table 4 indicate that independent variables (work life balance) has significant relationship with dependent variable (organizational commitment) signified by the coefficient of Beta factor of work life balance is 0.512 and T value is 6.778 is significant at $p < 0.001$ significant level. Based on the given statistical results H1 is accepted as it shows that strong positive relationship exists between work life balance and organizational commitment.

VI. CONCLUSION

The objective of the study was to find out the impact of work life balance on job satisfaction and organizational commitment among teaching employees of University of Gujrat. At the end of our discussion, it is concluded from the research that the employees work and life balance affects employee's satisfaction and their commitment with the organization. Those university employees having balance in their work and life are more satisfied with their job. So it is proved that relationship exist in WLB, JS and OC. The correlation result shows that significant positive relationship exists between work life balance and job satisfaction of university teachers. So our hypothesis H1 is accepted. The correlation results also indicate that there is positive relationship exists between work life balance and organizational commitment of university teachers. So our hypothesis H2 is also accepted. At the end employer should try to balance employees work and life to get satisfied and committed employees. Understanding the relationship between employee job satisfaction, WLB and organizational commitment give basis for future research and provide benefits to organization and individual.

VII. SIGNIFICANCE

Work life balance has different benefits to the organization as well as to the individual. Organization benefits are

increased productivity, commitment and better team work. Individual benefits have more value, balance in daily life and work and reduce stress. This study proved to be a milestone for the students, researchers and policy makers to properly understand the concepts of employee work satisfaction, WLB and organizational commitment. This study helped the managers of the organizations to understand the importance of effective implementation of work life balance policies. Understanding the relationship between employee job satisfaction, WLB and organizational commitment is beneficial for the managers, researches and also for the students.

VIII. LIMITATIONS

- The target population of this research was only the employees of university of Gujrat so; the scope of this research is limited.
- The sample was collected from specific geographical areas so it was difficult to generalize the result.

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Assistant professor	10.7%	14
Lecturer	52.7%	69
Other	36.6%	48
Salary range		
Less than 30,000	48.9%	64
30,000 – 49,000	36.6%	48
50,000 – 69,000	3.8%	5
70,000 – 100,000	none	none
More than 100,000	10.7%	14

Table 2: Descriptive Statistics and Correlation Analysis

Variables	Mean	SD	WLB	JS	OC
Work life balance	65.5954	13.76382	.910		
Job satisfaction	65.6870	12.91218	.496*	.890	
Organizational commitment	33.1527	6.35304	.512*	.829*	.738

Notes: a. S.D. = Standard deviation.

b. * = p<0.01 (2 tailed).

c. Bold values across the diagonal are reliability alphas.

Table 3: Regression analyses for the effect of work life balance on job satisfaction (N=171)

Dependent variable	Independent variable	R square	F	t	B
Job Satisfaction	work life Balance	.240	42.120	6.490	.496

Notes: a. F = F statistic, t = t statistic.

b. * p<0.001.

Table 4: Regression analyses for the effect of work life balance on Organizational Commitment (N=171)

Dependent variable	Independent variable	R square	F	t	B
Organizational commitment	work life Balance	.257	45.937	6.778	.512

Notes: a. F = F statistic, t = t statistic.

b. * ps<0.001.

Table 1: Demographic Profile of Respondents (N=171)
Background Information

Gender	%age	Frequency
Male	65.6%	86
Female	34.4%	45
Highest degree		
Doctorate	10.7%	14
Master	72.5%	95
Bachelor	11.5%	15
Other	5.3%	7
Rank		
Professor	none	None
Associate professor	none	none