The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees

Syed Mohammad Azeem (Ph.D)

Assistant Professor, Department of Management Sciences, Yanbu University College
Royal Commission at Yanbu-KSA
Email: azeems@rcyci.edu.sa

Nadeem Akhtar (Ph.D)

Assistant Professor, Department of Management Sciences, Yanbu University College
Royal Commission at Yanbu-KSA
Email: muhammadn@rcyci.edu.sa

Abstract

The study examines the effects of perceived work-life balance and job satisfaction on organizational commitment among healthcare employees. It was predicted that perceived work-life balance fosters job satisfaction which leads to the organizational commitment among employees in the long run. The degree of work-life balance is measured using the five statements from Chaney (2007) and eight statements from Gutak et. Al. (1991). Short version of the Minnesota Satisfaction Questionnaire (MSQ) was used to measure job satisfaction. Organizational commitment was measured by selecting 11 items from Blau et.al.'s (1993) work commitment index. 275 respondents completed the survey. Results showed that respondents have moderate level of perceived work-life balance, job satisfaction and commitment.   Significant relationship is found among work-life balance, job satisfaction and organizational commitment. A regression analysis revealed that 37% variance in organizational commitment and job satisfaction is attributed to work-life balance.
Keywords: Work life balance, job satisfaction, organizational commitment

1. Introduction and Review of Literature

Due to the privatization in healthcare sector in India, hospitals are confronting great competition. They are confronted with variety of challenges posed by the business environment internally and externally. In spite of having such challenges, hospitals are competing to achieve their goals effectively and efficiently. Hospital employees are also affected by workforce changes due to technological advancement and high rate of competition in the sector. Changes in the work style, work culture, family needs, work demands, are rapidly taking place which eventually increased the population of dual earner

couples, single parent families and eldercare responsibilities. These increased changes can have adverse impact on employees' as well as organizational performance. Increased pressure at workplace negatively affects the work-life balance, job satisfaction and organizational commitment (Kossek, 2005; Bragger et al., 2005; Anderso et al., 2002).   .

Employees' attitudes toward their organizations and life are affected by work-life balance. Work-life balance is especially important when organization has to manage highly technical professional because their high commitment and loyalty is needed for the success of the organization (Scholarios & Marks, 2006). In case of hospital employees, work-life balance and their commitment influence the performance and productivity of the hospital (Sakthivel & Kamalanabhan, 2011; Sakthivel & Jayakrishnan, 2012)

On the other hand, several research findings have identified number of factors which determine the satisfaction and dissatisfaction level of people in the organization. These factors include working conditions, perceived quality of supervision, reward system in work, status and seniority, age group, marital status, and years of experience (Mosadeghrad et al., 2008; Okpara, 2004; Oshagbemi, 2003;   Robbins et al., 2003; Kuo & Chen, 2004; Cimete et al., 2003; Peterson et al., 2003; Smucker et al., 2003; Wech, 2002;   Feather & Rauter, 2004)

Customers' satisfaction largely depends on the satisfaction of the employees and it is considered to be the key success factor for the organization (Organ, 1997; Bailey & Dandrade, 1995). In the present business scenario, jobs are changing with the pace of changing technological advancement which is developing new trends in employment terms and conditions. This change is badly affecting the level of satisfaction as well as physical and mental health of the Workers (Cooper, 1999; Kenny et al., 2000).

Another very important concept which has been studied widely and proven to be effective for organizational performance is organizational commitment. It has been defined as the extent to which an employee is loyal to his organization by accepting its values, willing to put high level of efforts and wish to maintain his membership in the organization. Mowday et al (1982) define the organizational commitment as a relative strength of an individual's identification with and involvement in a particular organization.

For every human being, work as well as family are of utmost importance. It was found that work with family and family with work are often in conflict. This conflict arises due to long working hours, reduced presence at home, missing social activities, child sicknesses (Gutek et.al., 1991).

It is reported that the more a person involved in his job, the higher the work family conflict which eventually leads to increase job burnout, low satisfaction and reduced commitment (Adams et.al., 1996). According to Gutek et al.(1991) the more a person preoccupied the higher the rate of work family conflict. There is a disproportion in the degree of conflict reported by gender. It is noted that as experience grows, regardless of gender, work-life conflicts decline (Cinamon & Rich, 2005). Those who are work-oriented make accommodations that meet their need for challenges while allowing for career enrichment and those who are family-oriented will seek accommodations to minimize conflicts with family requirements (Cinamon & Rich, 2005).

Social exchange theory clearly explains the relationship between work life balance and commitment. This theory supports the possibility that work life balance policies promote

employee participation in the organization to the extent that the employees feel obligated to exert "extra effort" in return for these "extra benefits". These are extra role activities that employees perform and are not mandated to do, but are beneficial towards the organization, is a further indication of their organizational commitment (Lambert, 2000).

On the basis of literature scan following model (Figure 1) has been proposed for the study. The objective of this study is to explore the influence work life balance and job satisfaction has on organizational commitment among healthcare employees.
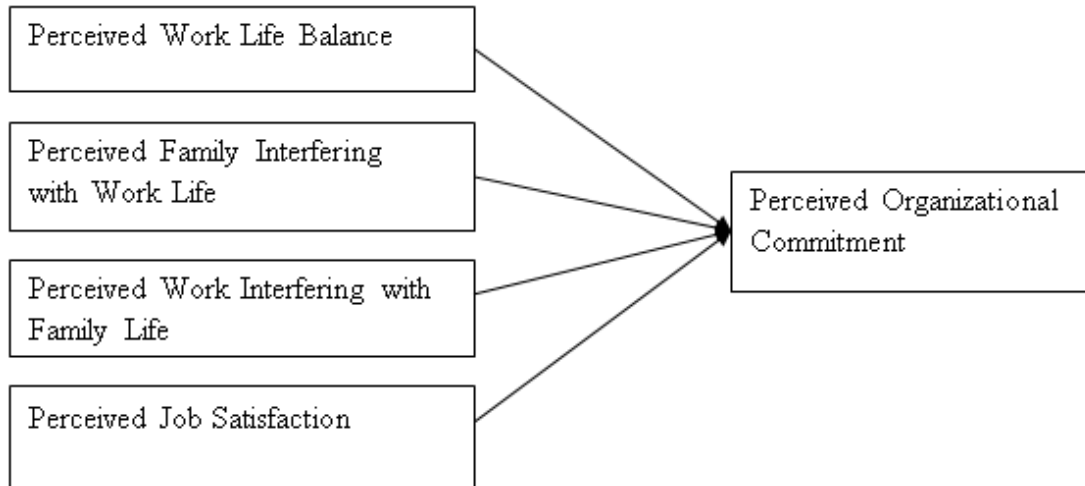

Figure 1. Conceptual Model of Work life Balance, Job Satisfaction and Organizational Commitment.

2. Methodology

This study is a descriptive research procedure to accomplish the purpose. The variables used in the study are work life balance, job satisfaction and organizational commitment experienced by hospital staff. The target population for this study is defined as doctors, nurses, and other staff in public and private hospitals.

2.1 Sample

Respondents are selected through convenient sampling method from easily approachable and supportive public and private hospitals in Uttar Pradesh State of India.

2.2 Tools

In order to obtain the data on the chosen variables, following scales were used:

The degree of work-life balance is measured using 5 statements from Chaney (2007) and 8 statements from Gutak et.al (1991). Total 13 items measuring the perceived work-life balance on seven point scale. Where (7) means strongly agree and (1) means strongly disagree. Job Satisfaction: The degree of job satisfaction is measured by short form of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967). The questionnaire consist of 20 items with 5-point Likert scale ranging from (1) very dissatisfied to (5) very satisfied. A portion of Blau et.al.'s (1993) work commitment index is used to measure respondents' commitment. The questionnaire consists of 11 items with 7 point scale.

3. Result and Discussion

Table 1. Descriptive Statistics

Variables	Mean
Perception of Work Life Balance	5.27
Perception of Work Interfering with Family Life	4.50
Family Interfering with Work Life	3.60
Perception of Organizational Commitment	3.20
Job Satisfaction	3.43

Moderate level of work-life balance is obtained from the results. The mean value of perception of work-life balance is 5.27 , perception of work interfering with family life is 4.50, and family interfering with work life 3.6. Mean values of perceived organizational commitment and job satisfaction are 3.20 and 3.43. Mean values indicate the moderate level of job satisfaction and commitment among the healthcare workers.

Coefficient of correlation is calculated to find out the relationship among work-life balance, job satisfaction and commitment. Perception of work-life balance is found to be positively related with commitment ($r=.734$, $p=.001$) and job satisfaction ($r=.544$, $p=.000$). Which means that 54% commitment among the respondents is influenced by their perception of work-life balance and 30% of their job satisfaction. Perception of work interfering with family life is negatively related with work commitment ($r= -.681$, $p=.001$) and job satisfaction ($r= -.488$, $p=.001$). which means that 46% commitment and 24% job satisfaction are affected by work interfering with family life. Family interfering with work life is found again negatively related to work commitment ($r= -0.573$, $p=.05$) and job satisfaction ($r= 0.569$, $p=.05$). Surprisingly, 32% commitment and 32% job satisfaction are influenced by family interfering with work life among the respondents.

Table 2. Correlation Matrix

Variables	1	2	3	4	5
Perception of Work Life Balance	1	.633[**]	.683[**]	.734**	.544[**]
Perception of Work Interfering with Family Life		1	.718[**]	-.681**	-.488[*]
Family Interfering with Work Life			1	.573*	.569[**]
Perception of Organizational Commitment				1	.783**
Job Satisfaction					1

** Significant at .01 level, * Significant at .05 level

The regression analysis indicates that perception of work-life balance, family interfering with work life influence and satisfaction among the respondent significantly . R square is 0.37 which means 37% variance in work commitment is explained in terms of the influence of work-life balance, work interfering family life, family interfering work life and job satisfaction.

Table 3. Regression Analysis

Variables	B	Beta	T	Significant
Perception of Work Life Balance	.28	.09	2.19	.000
Perception of Work Interfering with Family Life	-.24	.05	-2.06	.001
Family Interfering with Work Life	-.21	.08	-.21	.090
Job Satisfaction	.35	.13	3.81	.031

R= .61, R^2 = 0.37, F=4.2

4. Conclusion

In the light of current and previous findings, a conclusion is drawn that work life balance and job satisfaction are important for developing and enhancing organizational commitment among healthcare workers (Scholarios & Marks, 2006; Sakthivel & Kamalanabhan, 2011; Sakthivel & Jayakrishnan, 2012). Healthcare workers are considered to be the image builders for the hospitals whether they are doctors, nurses and other staff. The job of healthcare workers is undoubtedly very challenging and demanding too. Organizations must realized these facts and take necessary steps toward developing work life balance policies in order to enhance job satisfaction and commitment among workers. Management support and commitment are essential toward work life balance initiatives (Tombari & Spinks, 1999).

References

Adams, A. G., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology*, 4(4), 411-420.

Anderson, S. E., Coffey, B. S., & Byerly, R. T. (2002). Formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes. *Journal Of Management*, 28(6), 787-810.

Bailey, B., & Dandrade, R. (1995). Employee satisfaction plus customer satisfaction equals sustained profitability: digital equipment corporation's strategic quality efforts. *Center for Quality of Management Journal*, 4: 3-11.

Blau, G. J., Paul, A., & St. John, N. (1993). On developing a general index of work commitment. *Journal of Vocational Behavior,* 42(3), 298-314.

Bragger, J., Rodriguez-Srednicki, O., Kutcher, E., Indovino, L., & Rosner, E. (2005). Workfamily conflict, work-family culture, and organizational citizenship behavior among teachers. *Journal of Business and Psychology,* 20(2), 303-324. doi:10.1007/s10869-005-8266-0

Chaney, C. A. (2007). Work-Life variables influencing attrition among beginning agriscience teachers of Texas (Doctoral dissertation). Retrieved from http://txspace.tamu.edu/

Cinamon, R. G., & Rich, Y. (2005). Work-family conflict among female teachers. *Teaching and Teacher Education*, 21(4), 365-378.

Cimete, G., Gencalp, N.S., & Keskin, G. (2003). Quality of life and job satisfaction of nurses. *Journal of Nursing Care Quality*, 18(2), 151-158.

Cooper, C.L. (1999). Can we live with the changing nature of work? *Journal of Managerial Psychology*, 14: 569-72.

Feather, N.T., & Rauter, K.A. (2004). Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*, 77(1), 81-94.

Gutek, B. A., Searle, S., & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4), 560-568.

Kossek, E. E. (2005). Workplace policies and practices to support work and families. In S. Bianchi, L. Casper, & R. King (Eds.), *Work, family health and well-being* (pp. 97–116).Mahwah, NJ: Lawrence Erlbaum Associates.

Kuo, Y.F., & Chen, L.S. (2004). Individual demographic differences and job satisfaction among Information Technology personnel: An empirical study in Taiwan. *International Journal of Management*, 21(2), 221-231.

Kenny D.T., Carlson, J.G., McGuigan, F.J., & Sheppard, J.L. (2000). *Stress and health: research and clinical applications*., Amsterdam: Harwood Academic Publishers.

Lambert, S.J., (2000). Added Benefits: The Between Work Life Benefits and Organizational Citizenship Behaviour. *Academy of Management Journals*, 43(5), 801 – 815.

Mosadeghrad, A.M. (2003). The Role of Participative Management (Suggestion System) in Hospital Effectiveness and Efficiency. *Research in Medical Sciences*, 8(3): 85-89.

Mowday, R.T., Porter, L.W. & Steers, R.M. (1982). *Employee- Organization Linkage: The Psychology of Commitment, Absenteeism, and Turnover.* New York: Academic Press.

Okpara, J.O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. *Information Technology & People*, 17(3), 327-338.

Organ, D.W. (1997). Organizational citizenship behavior: it's construct cleanup time. *Human Performance*, 10(2): 85-97.

Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities. *International Journal of Social Economics*, 30, (11/12), 1210-1232.

Peterson, D.K., Puia, G.M., & Suess, F.R. (2003). "Yo Tengo La Camiseta (I have   the shirt on)": An exploration of job satisfaction and commitment among workers in Mexico. *Journal of Leadership and Organizational   Studies*, 10(2), 73-88.

Robbins, S.P., Odendaal, A., & Roodt, G. (2003). *Organisational behaviour*   (9th ed.). Cape Town: Prentice-Hall International.

Sakthivel, D.& Jayakrishnan, J.(2012). Work Life Balance and Organizational Commitment for Nurses. *Asian Journal of Business and Management Sciences*, 2 (5), 01-06.

Sakthivel,R & Kamalanabhan (2011). Work life balance reflections on employee satisfaction. *Serbian Journal of Management* 6 (1): 85-96.

Scholarios, D., & Marks, A. (2006). Worklife balance and the software worker. *Human Resource Management Journal*, 14(2): 54-74.

Smucker, M.K., Whisenant, W.A., & Pedersen, P.M. (2003). An investigation of job satisfaction and female sports journalists. *International   Sports Journal*, 49(7/8), 401-407.

Tombari, N., & Spinks, N. (1999). The Work – Family Interface at the Royal Bank Financial Group: Successful, Solutions – A Retrospective Look at Lessons Learned, *Women in Management Review*, 14(5): 186-94.

Wech, B.A. (2002). Trust context: Effect on organizational citizenship behavior, supervisory fairness, and job satisfaction beyond the influence of leader-member exchange. *Business and Society*, 41(3), 353-360.

Weiss,D.J.,, Daeis,R.V., England, G.W., & Lofquist, L.H. (1997). Manual for the Minnesota satisfaction questionnaire. *Minnesota Studies in Vocational Rehabilitation*, 22.