

Relationship between Work Life Balance and Job Related Factors: Evidence from Pakistan Hospital Research

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Abstract:

Balance between personal and work life is very important in life otherwise, it becomes the cause of stress which leads to mental illness and effects of health. When there is balance between job and work, it leads workers towards the job satisfaction and focusing toward their work. This study examine the job related factors correlates and the role of work life balance as a mediator. This study was conducted on 350 nurses from different hospital of Pakistan. Structure equation modelling was used to study this research and closed ended questionnaire survey and analyse through AMOS. The regression results determine that organizational support, job value, supervisory status work time, tenure and income have significant relation with the work life balance. From our analysis we concluded that job related factors have positive and strong relation with work life

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balance except, work overload which have negative relation with work life balance and job satisfaction.

Key words: work life balance, job satisfaction, work time, supervisory status

Introduction

Personal life and family demands occurring simultaneously and the balance between employees personal and work life is essential for the work force well-being. According to national survey conducted in US disclosed that 10 stressful conditions revolve around the workers life and their family issues (Wu *et al.*, 2013). As in society, it becomes norm working couple rising household income and living standard (Moen and Yu, 2000), it raise conflict in their personal life and job responsibilities. Doctors and nurses are obliged to balance their life and work simultaneously. Nurses play vital role in the health care which is international priority (Wu *et al.*, 2013). Nurse's job is regarding as demanding and stressful field with challenging working condition. It includes long hour's duties, on call responsibilities insufficient supervision and training lack of resources to serve patients etc. (Westbrook *et al.*, 2006).

On one side working condition worsen the work and personal life conflict. This issue needs to understand the job related factors which are related to work life balance in nurses. On other side working condition become the reason of low job satisfaction which are powerful and far reaching consequences for nurses and hospitals (Lambert *et al.*, 2006). Work life balance influence the job satisfaction so the role of work life balance as mediator of the relationship between the working condition and job satisfaction attain high attention. Work life balance study in management sciences contributed a lot and many researchers conduct research to investigate but, in

hospital research its contribution is very minor. Previous research based secondary data sets with lack of many variables like marital status and work overload. The mediating role of work life balance with job related factor and job satisfaction, previous researches conducted on different areas like social welfare workers but present study conducted on nurses and doctors using structure equation modelling to test the mediating role of work life (Wu *et al.*, 2013).

This study seeks to investigate the relationship between work life balance and job related factors such as supervisor support, organizational support, job value work time, work load income and supervisory status tenure, socio- demographic factors and job satisfaction. It explores job related variable and mediating role of work life balance among nurses and doctors of Punjab hospital. Implication for nurses work life balance research, practices and policy are proposed on the bases of empirical results.

Hypotheses

H1: *job related factors have positive and direct relationship with job satisfaction.*

H2: *job related factors has positive and direct relationship with work life balance*

2a: *Supervisory support has positive and direct relationship with work life balance*

2b: *Organizational support has positive and direct relationship with work life balance*

2c: *job value has positive and direct relationship with work life balance*

2d: *work load has positive and direct relationship with work life balance*

H3: *job related factors have positive relationship with job satisfaction in the presence of work life balance as a mediator.*

Objectives of the study

The objectives of the study were:

- To determine the relationship of job related factors with job satisfaction of nurses and doctors.
- To investigate the relationship of job related factors with work life balance of nurses and doctors.
- To examine the relationship of job related factors and job satisfaction in the presence of work life balance as a mediator of nurses and doctors.
- To investigate the relationship of socio-demographic factors with job satisfaction of nurses and doctors.
- To determine the relationship of socio-demographic factors with work life balance of nurses and doctors.
- To examine the relationship of socio-demographic factors with job satisfaction in the presence of work life balance as mediator of nurses and doctors.

Methodology

This study use primary set of data of doctors and nurses in Pakistan Punjab region. Data were collected through questionnaires; out of 350 questionnaires 311 are completely filled. Response rate was 88.85%. All employees were guaranteed confidentiality. Questionnaires collected immediately after completion. All questionnaires completed during working hours and author was present for answer questions to collect the completed survey. Employee questionnaires included job related factor socio- demographic factors, work life balance and job satisfaction. In job related factor author analysed Work time, Income, Supervisory status, Tenure, Work load and Supervisor support. Socio- demographic factors included gender, marital status, locality and age.

Measures and variables

Work-life balance

Work life balance was measured by a scale consisting of 5 items to assess nurses' perception of how they balance their job with their personal lives. These items were adopted through a literature review (Smith, 2005; Strolin-Goltzman et al., 2007; Jang, 2009; Wu *et al.*, 2013). A five-point Likert scale was used to measure the items from 1 = "strongly disagree" to 5 = "strongly agree".

Job satisfaction

Job satisfaction was measured with a five-point Likert scale from 1 = "strongly disagree" to 5 = "strongly agree".

Organizational and Supervisor support

Both supervisor and organizational support were measured by five-item scales and both of these scales were measured through a five-point Likert scale from 1 for "strongly disagree" to 5 "strongly agree". This scale was validated in the previous retention (Smith, 2005).

Job value

A 5-item scale was used to measure job value, which was valid and reliable in a previous study (Smith, 2005). A five-point Likert scale was used, 1 for "strongly disagree" and 5 for "strongly agree". This was also adopted from job retention (Smith, 2005).

Other job-related factors

Income was measured by monthly salary. It was an ordinal scale used to measure (10000- 30000 (Rs), 31000- 50000, 50000- 70000 and 70000 above).

Socio-demographic variables

In socio demographic information age which is self-reported in years, gender (1= male, 2 = female).

Statistics

Data screening and measurement modal

The data analysis and hypothesis testing were conducted using SPSS and analysis of moment structures (AMOS).

Results

Structural regression modal (using AMOS21) was used to conduct for testing of hypothesis and for overall fitness of modal. The structure equation modelling SEM is used to test the association between variables. Exogenous variables have significant effect on endogenous variable job satisfaction. Below Table 1 showed the summary of path analysis which indicates regression weights.

Table 1: Regression estimates

	Estimate	S.E.	C.R.	P	Label
WLB <--- SS	.262	.085	3.094	.002	par_7
WLB <--- WORKL	.028	.083	.339	.734	par_8
WLB <--- OS	.252	.106	2.363	.018	par_13
WLB <--- JV	.201	.062	3.258	.001	par_14
JS <--- WLB	.048	.052	.931	.352	par_9
JS <--- JV	.235	.056	4.165	***	par_10
JS <--- OS	.641	.075	8.570	***	par_11
JS <--- SS	-.053	.076	-.694	.488	par_12

Hypothesis acceptance or rejection decision is based on recommended values as well. Table 7 shows that supervisory support value , ($\beta = -0.053$, $t = -.694$, $p < 0.10$), has no impact on job satisfaction directly and its related hypothesis is rejected but as mediator work life balance is introduced its results are significant which means independent variable supervisory

support has no direct relationship with job satisfaction in Pakistani context but it is significant indirectly through mediator variable.. Its values are $\beta=0.262$, $t= 3.094$, $p < 0.005$. Work load has no significant relationship with job satisfaction as mediator regress the dependent variable its value is $\beta= 0.028$, $t= 0.33$, $p < 0.10$). It has insignificant relationship. Exogenous variable Job value has significant relationship with endogenous variable job satisfaction. Table showed the values, $\beta= 0.23$, $t= -4.165$, $p < 0.001$. Work life balance has also significant relationship with job value which values are $\beta= 0.201$, $t=3.258$, $p < 0.001$. Organizational support has significant relationship with job satisfaction, $\beta= 0.64$, $t= 8.570$, $p < 0.001$ which means in Pakistan when organization support their staff, it has great impact over job satisfaction of their employee which is nurses and doctors. As mediator work life balance introduce it mildly regress the job satisfaction which means that it has no great impact over the job satisfaction of hospital staff. In Pakistani culture only work life balance is not which impact on job satisfaction.

Discussion

This study aims to explore the mediating effect of work life balance on job satisfaction of hospital staff. As their jobs are hectic and tough, their lives are frustrated. When they balance their lives what is job related factors has impact over the job satisfaction of hospital staff. Hypothesis 1a in which job related factor (supervisory support) is rejected when it directly regress the job satisfaction but the employee whose work life is balance with its personal life hypothesis 2a is accepted. Which means as work life balance is introduced employee perform their job well and satisfied form their job (Strolin-Goltzman *et al.*, 2007). Employee who have organizational support they are satisfied form their job and working condition because environment of

organization is cooperative and friendly staff which help the employee to perform their job in well manner (Wu *et al.*, 2013). There is no disruption in their personal and working life so hypothesis 1b is accepted. Mediator variable work life balance has no as much effect mildly effect, it bring change very little but positive impact so again hypothesis 2b is accepted. Employee job value has significant relationship with job satisfaction (Lewis and Campbell, 2008). When organization gives worth to the work of their employee (nurses & doctors) and appreciates them this increases their confidence which leads towards job satisfaction (Barth et al., 2008). Hypothesis 1c is accepted. When we introduce mediator it partially regress and has significant results. Which means hypothesis 2c is accepted that work life balance increase their job satisfaction because employee pay more attention to their work when there is no conflict in their personal and job life. So they committed to organization more and perform quality work (Smith, 2005). As hospital staff has more hectic job but there are other factor in Pakistani culture to be satisfied at their work place (Lambert *et al.*, 2006). Work load has no significant relationship with job satisfaction when work life balance is mediator so hypothesis 2d is rejected.

Conclusion and Future Implication

In this study it is concluded that work life balance has great impact on job satisfaction but in Pakistan's culture it has little impact on job satisfaction (Lambert *et al.*, 2006), except supervisory support as results showed that supervisory support has no direct relationship with job satisfaction if there is conflict between personal and work life then it does matter that how much supervisor support you and it did not lead towards job satisfaction (Strolin-Goltzman *et al.*, 2007). Beside some useful contributions this study still has some limitation and

need to explore for future. Firstly this study is cross sectional designed to collect data in future there is need of validating these findings with the help of longitudinal studies. Another limitation is self-reported questionnaire common method variance chance is more so to eliminate this get perception of employee form their peers and boss. In this study demographic factor is not analyzed. There is still need of exploration in the demographic context. We recommend that in future, qualitative studies or mixed methods should be used for thorough understanding of these phenomena.

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