Role of Perceived Work-life Balance and Job Satisfaction in Developing Organizational Commitment among Hospital Employees in Saudi Arabia

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Abstract

This study is aimed to explore the role of perceived work-life balance and job satisfaction in developing commitment among hospital employees. In addition to that, gender difference is also taken into consideration to draw concrete conclusion. The study is quantitative in nature. Based on the literature review it is proposed that work-life balance and satisfaction will be significantly contributing in developing commitment among the chosen respondents. In order to measure selected variables 13 items were adopted to measure work-life balance (Chaney, 2007; Gutak et.al., 1991). Job satisfaction is measured by Minnesota Satisfaction Questionnaire (MSQ). 11 items were selected from work commitment index to measure organizational commitment (Blau et al.,1993). Results revealed a moderate level of work-life balance, job satisfaction and organizational commitment among the chosen employees. Significant relationship is found between work-life balance and job satisfaction. Work interfering family life and family interfering work life are found positively related with organizational commitment. Male and female respondent are found significantly different in their level of commitment, perceived work interfering family life and perceived family interfering work life.

1. Introduction

Every employed person has two important domains to play several roles in his or her life. These domains can be categorized as work and family. Work and family require certain role demands to be fulfilled in order to maintain the balance in life. Each domain poses challenging

demands at some point of time but when a person is unable to meet those demands, misbalance exist in his or her life in general. So, maintaining this balance between work and family is very important due to their significant relationship. In the present time, workforce in the organization is diversified where male and female are holding almost equal responsibilities as compared to the composition of workforce in the past. However, the role of women in every society is having additional responsibilities of maintaining the household. A working women is assumed to fulfill the household responsibilities apart from 40 hours a week in the workplace (O'Kelly, 2002). These added role demands put women in more conflicting situation as compared to male counterpart. Research also suggest that men and women view their work and home related expectations differently (Lilly et.al., 2006). Health care workers are especially prone to such conflicting situation in life where the role demands are very high and at the same time family too.

Research findings have identified that the conflict can be initiated in two ways. It can be initiated in work-family or family-work domain of life. According to role theory, changes in one domain may affect the other either positively or negatively. Those employees who are better able to manage both work and family would be more satisfied, which might lead to higher productivity, job satisfaction, commitment, job retention, and organizational loyalty. Previous research proposes that job turnover and absenteeism will be reduced with satisfied employees (Glass & Estes, 1997; Allen, 2001; Drago et al., 2001; Halpern, 2005; Thompson & Prottas, 2005; Redmond et al., 2006; Whittard & Burgess, 2007; Noonan & Maume, 2007; Swody & Powell, 2007; Bambra et al., 2008, Nabe-Nielsen et al., 2010).

Azeem and Nadeem (2014) found work life conflict as a major contributing factor to work stress of healthcare employees. Due to shift work, emergency situation, shortage of staff and increased work demand health care workers are facing work-life conflict quite often (Bryson et al., 2007; Fereday & Oster, 2010; Grzywacz et al., 2006).

Work Life Balance

It can be defined simply as the balance between a person's work and personal life (Higgins & Duxbury, 2002). The term work life balance was explored to address the issues i.e. stress, depression and frequent cases of illness among workers. Organizations introduced several employee assistance program to help and support those employees who are suffering from work life conflict. This initiative produced tremendous outcomes to minimize the negative impact of imbalance between work and family (Harrington, 2007; Leiter & Durup, 1996). According to Aycan and Eskin (2005), organizational and spousal support are significant factors in reducing work-family conflict for men and women. Work-life balance is not the outcome of only balancing work and family commitment but visiting friends and relatives, entertainment and creative activities too (Hughes & Bozionelos, 2007).

Organizational Commitment

Organizational commitment is an important job attitude which has been studied extensively by the researchers for several decades. Mowday et. al. (1979) suggested that organizational commitment is the relationship between an individual's attitude and behavior. It has been defined as the strong belief in and acceptance of organizational goals and values by an individual employee, his willingness to put considerable amount of efforts and intense desire to maintain membership in the organization (Mowday et. al., 1982). Blau and Boal (91987) defined organizational commitment as an individual's identification with and loyalty to the organization and its goals .Findings of research have revealed that the committed employees are less intent to leave their jobs or organizations (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Porter et al., 1976; Porter et al., 1974; Tett & Meyer, 1993) and avoid being absent from

the work (Angle & Perry, 1981; Bateman & Strasser, 1984; Koch & Steers, 1978; Larson & Fukami, 1984; Porter et al., 1974; Steers, 1977; Wasti, 2003; Reichheld, 2001; Riketta, 2002; Stephens et al., 2004). Work-life balance and commitment of hospital employees influence the performance and productivity of the hospital (Sakthivel & Kammalanabhan, 2011; Sakthivel & Jayakrishnan, 2012). Several findings have suggested a positive relationship between work-life balance and organizational commitment (Wayne et.al., 2004; Cegarra Leiva et al., 2012; Azeem & Nadeem, 2014; Kim, 2014;) Which means employees' experience of work-life balance increases their commitment toward organization they work for. Adam et.al (1996) suggested that if an individual is highly involved in his or her job, the chances of work family conflict are surely increased which leads to high level of burnout, low satisfaction and commitment.

Job Satisfaction

Job satisfaction is an important job attitude of an individual toward his or her job. It the degree to which individual likes or dislikes the assigned job. Research proposes that job satisfaction is a complex phenomenon and is a result of an assessment of number of job elements (Robbins,2011 check). Job satisfaction is defined as a positive emotional state which is resulted from the assessment of one's job or job experience (Luthans, 1998). It is the outcome of an individual's perception of how well their job fulfills their needs that they view as important at some point of time. According to Evan (2001) job satisfaction is a feeling resulted from an individual's degree of perception about the fulfillment of his/her needs. Numerous research findings suggests and propose that job satisfaction contributes in developing commitment among employees (Vedamanickam, 2001; Samaratunge, 2003; Kanter,2004; McNulty & Ferlie, 2004; George & Jones, 2008;Mohamadkhani & Nasiri, 2012; Kahtani, 2012). Job satisfaction serves as an intervening variable to the relationship between co-workers' relationship and organizational commitment (Lin & Lin, 2011). High levels of job satisfaction contribute to increased level of commitment(Samavi, 2011; Ilhami, 2012; Hashmiand Naqvi, 2012). Most researchers emphasize that work-life balance can only be attained when some degree of satisfaction at both home and work life exist (Lambert et al., 2006). Incompatibility between work and family roles can create tension and job satisfaction (Grandey et al.,2005). Individuals with greater work-family conflict experienced lower satisfaction in their career in particular and lives in general (Kossek & Ozeki, 1998; Martin et al.,2002; Lambert et al., 2006).

The chosen variables for the study are not studied extensively in this part of the world. This led the researchers to initiate the enquiry which might bring relevant findings that will help the researchers and business professionals in future. The present paper is aimed at exploring the role of work-life balance and job satisfaction in developing organizational commitment among employees in hospital employees in Saudi Arabia. Moreover, the study aimed at verifying the previous research findings in the different cultural context.

Based on the previous literature following hypotheses are formulated:

Hypothesis #1. There will be positive relationships between perceived work-life balance and organization commitment.

Hypothesis #2. There will be positive relationships between perceived work interfering family and organization commitment.

Hypothesis #3. There will be positive relationships between perceived family interfering work life and organization commitment.

Hypothesis #4. There will be positive relationships between job satisfaction and organization commitment.

Hypothesis #5. Female respondents will be significantly different from male respondent with regard to their score on perceived work life balance.

Hypothesis #6. Female respondents will be significantly different from male respondent with regard to their score on perceived work interfering family.

Hypothesis #7. Female respondents will be significantly different from male respondent with regard to their score on perceived family interfering work.

Hypothesis #8. Female respondents will be significantly different from male respondent with regard to their score on organization commitment.

Hypothesis #9. Female respondents will be significantly different from male respondent with regard to their score on job satisfaction.

Hypothesis #10. Perceived work-life balance, perceived work interfering family, perceived family interfering work life and job satisfaction contribute to organization commitment.

2. Methodology

This is an exploratory research study which intends to measure the chosen variables. The variables selected to carry out the study are (1) perceived work life balance (2) job satisfaction and (3) organizational commitment among the employees working in the public sector hospitals in Jeddah city. The subjects for this study include doctors, nurses, and other supporting staff (Saudi Nationals) of the selected hospitals.

2.1 Sample

Convenient sampling method was used to approach the respondents. Hospitals were selected based on the personal contacts and their willingness to participate in this study. Nearly 450 questionnaires were distributed in 5 different hospitals but only 114 respondent could complete the survey as desired. Among 114 respondent, there were 53 female and 61 male employees.

2.2 Tools

Following scales were used to collect the data for achieving the purpose of the study:

13 items on seven point scale were used to measure the perceived work-life balance. 5 items in the scale were taken from Chaney (2007) and 8 items taken from Gutal et. al (1991). The level of job satisfaction was measured by 20 items Minnesota Satisfaction Questionnaire (Weiss et al., 1967). To measure work commitment, 11 items were taken from the Blau et al.'s work commitment index (1993).

3. Result and Discussion

The results obtained indicate a moderate level of work-life balance. The mean score of perceived life balance is 5.06 for the total sample population. Perception of work interfering with family life is 4.43 and perception of family interfering work life is 3.37. The lower level of job satisfaction and commitment is seen among the respondents with the mean scores of 3.14 and 4.03 (see the table 1).

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Experience	114	1.00	34.00	7.1491	7.66469
Age	114	20.00	56.00	30.1667	7.97109

Work Commitment	114	1.27	6.54	4.0392	.97822
Perceived work-life balance	114	1.00	7.00	5.0632	1.30032
Perceived work interfering family life	114	1.00	7.00	4.7311	1.47451
Perceived family interfering work life	114	1.00	7.00	3.3750	1.57105
Job Satisfaction	114	1.00	5.00	3.1491	.76745

To find out the relationship among perceived work-life balance, job satisfaction, commitment, experience and age, Pearson coefficient of correlation is calculated. Experience of the respondents is found positively significantly related to age, perceived work-life balance and job satisfaction (r = .905, .240, .241). Experience is found negatively related to perceived work interfering family life and perceived family interference with work life (r = -.192 and -.147). Age is positively and significantly related to perceived work-life balance and job satisfaction (r = .262, .279) but negatively to perceived work interfering family life and perceived family interfering work life (r = -.202, -.193). Commitment is significantly related to perceived work interfering family life and perceived family interfering work life and job satisfaction as well (r = .249, .323, .184). Hypothesis 2 and 3 are supported by the findings. Perceived work-life balance is significantly and positively related to experience, age, and job satisfaction (r = .240, .262, .402) but negatively with perceived family interfering work life (r = -.238). Job satisfaction is found to be significantly and positively related to experience, age, commitment and perceived work-life balance (r = .241, .279, .184, .402). Hypothesis 4 is fully supported by the findings.

Table 2. Correlation Matrix

	EXP	Age	OC	PWLB	PWIFL	PFIWL	JS
Experience	1	.905**	-.138	.240*	-.192*	-.147	.241**
Age	.905**	1	-.145	.262**	-.202*	-.193*	.279**
Work Commitment	-.138	-.145	1	-.097	.249**	.323**	-.184*
Perceived work-life balance	.240*	.262**	-.097	1	.097	-.238*	.402**
Perceived work interfering family life	-.192*	-.202*	.249**	.097	1	.243**	-.060
Perceived family interference work life	-.147	-.193*	.323**	-.238*	.243**	1	-.173
Job Satisfaction	.241**	.279**	-.184*	.402**	-.060	-.173	1

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

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

Table 3. Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.365	.815		4.128	.000	1.749	4.980
	EXP	-.009	.027	-.072	-.344	.731	-.063	.044
	Age	.005	.026	.038	.179	.858	-.047	.057
	PWLB	.003	.077	.005	.045	.964	-.149	.156
	PWIFL	.114	.063	.172	1.809	.073	-.011	.240
	PFIWL	.160	.060	.257	2.678	.009	.042	.279
	JS	-.159	.127	-.125	-1.253	.213	-.410	.093

a. Dependent Variable: OC

R= .39, R^2 = 0.15, F= 3.2

The regression analysis indicates that perception of family interfering with work influences the commitment of the respondents. R^2 is 0.39 which means 39% variance in work commitment is explained in terms of the influence of perceived family interfering work life. Hypothesis 10 is partially supported by the findings.

T-Test

In order to find out the difference between female and male respondents with regard to their level of perception to work-life balance, job satisfaction and work commitment, T test was administered.

Table 4. T-Test (Group Statistics)

	Gender	N	Mean	Std. Deviation	Std. Error Mean
EXP	Female	53	4.0000	3.60555	.49526
	Male	61	9.8852	9.11061	1.16649
Age	Female	53	26.8868	4.02234	.55251
	Male	61	33.0164	9.37460	1.20029
OC	Female	53	4.2542	.88879	.12208
	Male	61	3.8525	1.02044	.13065
PWLB	Female	53	4.8226	1.33282	.18308
	Male	61	5.2721	1.24474	.15937
PWIFL	Female	53	4.9953	1.49638	.20554
	Male	61	4.5016	1.42791	.18282
PFIWL	Female	53	3.6981	1.50828	.20718
	Male	61	3.0943	1.58256	.20263
JS	Female	53	3.0462	.86468	.11877
	Male	61	3.2385	.66617	.08529

The table 4 shows that female have lower work-life balance score than male counterpart. Female respondent have received slightly higher scores on perceived work

interfering family life and family interfering work life. Male respondent show lower score on commitment but slightly higher score on job satisfaction as compared to female respondent in the study.

Table 5. T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
EXP	Equal variances assumed	36.310	.000	-4.410	112	.000	-5.88525	1.33445	-8.52929	-3.24120
	Equal variances not assumed			-4.644	80.561	.000	-5.88525	1.26728	-8.40694	-3.36355
Age	Equal variances assumed	33.566	.000	-4.418	112	.000	-6.12960	1.38744	-8.87863	-3.38057
	Equal variances not assumed			-4.639	83.780	.000	-6.12960	1.32135	-8.75736	-3.50184
OC	Equal variances assumed	.268	.606	2.225	112	.028	.40169	.18056	.04393	.75945
	Equal variances not assumed			2.246	111.998	.027	.40169	.17882	.04739	.75599

PWLB	Equal variances assumed	.327	.569	-1.861	112	.065	-.44949	.24156	-.92810	.02912
	Equal variances not assumed			-1.852	107.281	.067	-.44949	.24273	-.93065	.03167
PWIFL	Equal variances assumed	.000	.996	1.800	112	.074	.49364	.27418	-.04960	1.03689
	Equal variances not assumed			1.794	108.157	.076	.49364	.27509	-.05162	1.03891
PFIWL	Equal variances assumed	.007	.933	2.077	112	.040	.60385	.29078	.02771	1.18000
	Equal variances not assumed			2.084	111.022	.039	.60385	.28979	.02961	1.17809
JS	Equal variances assumed	2.475	.118	-1.339	112	.183	-.19230	.14361	-.47684	.09224
	Equal variances not assumed			-1.315	97.085	.192	-.19230	.14623	-.48251	.09792

The table 5 shows that female and male groups are significantly differ on their level of commitment and perception of family interfering work life. As the values of other variables i.e. work-life balance, work interfering family life is more than .05, they cannot be interpreted as significant. Hypothesis 7 and 8 are partially supported by the findings.

4. Conclusion

In the light of obtained and previous findings, it can be concluded that work life balance and job satisfaction are significant contributors for developing and improving the level of organizational commitment among healthcare workers (Scholarios & Marks, 2006; Sakthivel & Kamalanabhan, 2011; Sakthivel & Jayakrishnan, 2012; Azeem & Nadeem, 2014). Committed and satisfied health care workers are important in building up a good image and reputation of hospitals among the customers. The purpose of this research is to study the attitude of Saudi employees toward their jobs in the healthcare sector. Female workers are included in the study to explore how they view their jobs and family life. Females in Saudi Arabia are welcomed to work in certain limited professions only and healthcare profession is one of them. Saudi female and male workers are employed with a big percentage in public and private hospitals. work-life balance is an issue that pertains to all individuals who are in paid work, regardless of whether they have family responsibilities or not (Dex & Scheibl, 2001; Fu & Shaffer, 2001; Rotondo et al., 2003). The study came out with very interesting findings that female worker are having higher level of commitment as compared to male counterpart. This is an indication of female workers' sincerity, involvement and significance of assigned job (Grover & Crooker, 1995). Female workers also reported to have higher scores on perceived work interfering family life and family life interfering work life. This may be due to their family roles and social expectations, hospitals policies and work culture. These findings are in line with previous findings (Grover & Crooker, 1995; Reed et al., 1994; Byron, 2005; Carlson, 1999 Dixon & Sagas, 2007; Frone, Russell, & Cooper, 1992; Hughes & Galinsky, 1994; Kirchmeyer, 1998; Kirkwood & Tootell, 2008; Harris, 2004). Male workers received higher score on perceived work life balance. Generally, men perceive the balance between work and life as an important aspect of life. This balance is essential to live a happy life. Imbalance between work and life creates numerous challenges and difficulties for them and eventually affect their performance badly and relationship with family.

5. Limitations of the study:

The data were collected only from 5 hospitals in one city which restricted the researcher to generalize the findings. Moreover, the collection of data is very difficult task because such requests are not welcomed by the organizations unless approval from the highest authorizes are sought.

6. Recommendations

The nature of jobs are changing rapidly in response to the changes in the technology and workforce. Jobs in the hospitals have undergone tremendous changes which are more challenging and demanding as compared to past. Hospitals are playing significant role in improving the quality of people's life. At the same time they must realize that importance of work life balance of their workers to meet the works as well family expectations. Hospitals are required to develop and implement work life balance policies to ensure the higher level of job satisfaction and commitment of their workers. Satisfied and committed workers are the assets and competitive advantage to an organization.

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