

Relationship between Work-Life Balance & Organizational Commitment

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Abstract

The demand for work-life balance solutions by employees and managers is expanding at unprecedented way. As a result, work-life balance becomes a hot topic of discussion among the research community. The aim of this study was to investigate the relationship between work-life balance and organizational commitment, in SANGI Foundation, Pakistan. A survey design was used. The sample (N=96) consisted of top management (n=7), professionals (62) and support staff (n=27). The result shows that significant relationship exists between work-life balance and organizational commitment in SANGI Foundation, Pakistan. The study finds no association of work-life balance with marital status, and gender, hence Null hypothesis was rejected, however, result hypotheses 4 find significant relationship between organizational commitments of professionals with support staff.

Key words: Organizational commitment, Work-life balance, Gender, Marital status, Designation.

1. INTRODUCTION

An organizational success depends on the employees of the organization and their commitment to a set of values, principles or beliefs. These principles define both the organization's uniqueness and the fundamental direction in which it wants to operate. The commitment of employees to a common vision and purpose within the organization and to oneself is imperative for organizational effectiveness. The committed worker possesses a strong sense of personal integrity and self-confidence which leads to a willingness to share the credit for success, which deliberately emphasis on continual self-improvement. The combination of a strong, positive commitment to self and to a set of principles makes the organization more fruitful, where commitment is directly related to the performance, satisfaction, happiness, salary, absenteeism and employees attitude.

Work life balance (WLB) is the proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure and family) on the other hand. It also includes the priority that work takes over family, working long hours and work intensification. Building an organization culture which supports WLB is a long term process for large organizations. It involve changing the way people think and talk about their work and about WLB so that using flexible working options and other work life initiatives become accepted and normal for everyone regardless of gender and seniority within organization. Organizations which encourage WLB in principle will reap the benefit of increased employee engagement, discretionary effort and therefore productivity.

This study is aimed to examine the effect of WLB on organizational commitment that how well managed WLB change the level of commitment in Sungi Development Foundation, Pakistan.

2. LITERATURE REVIEW

2.1 Organizational Commitment

Organizational commitment is defined as "an employee's feelings about their job, organizational identification and the degree to which an employee experiences a 'sense of oneness' with their organization. Another definition is "Strength of the feeling of responsibility that an employee has towards the mission of the organization. Mathieu & Zajac (1990) asserts that organizational commitment is the bond that links an individual to an organization. While according to Dick (2011) organizational commitment is an attitudinal or emotive dimension of work motivation, manifesting its form in members' behavior. Thus, organizational commitment is a subset of employee commitment, which is comprised of work commitment, career commitment & organizational commitment.

Studies conducted by many leading scholars found significant positive association between employee's perception of the availability of high commitment HR policies (Job enrichment, promotion and participation) and affective commitment and job satisfaction (Behav, 2010). Sholihin & Pike (2010) found that the use of performance measures, procedural justice, and interpersonal trust are positively associated with organizational commitment. The study conducted by Dick (2011) on police officers, clearly identified the importance of good management and a supportive organizational climate for organizational commitment. He further argued that

organizational commitment is significantly influenced by the way the force's employees are managed rather than by job demands has been shown by the findings (show that movement up the hierarchy leads to progressively higher levels of commitment being found, with the increase being greater with each hierarchical level. The results of Dick, 2011 also support the findings of Benkhoff (1997) and McCaul (1995). Similarly Behav (2003) was of the view that perceived supervisor support totally mediated the effect of favorable intrinsically satisfying job conditions on affective commitment to the supervisor.

Base on his study, Behav (2009) concluded that managers who reported higher levels of organizational commitment were less likely to intend to leave the company like lower career consequences and greater managerial support (work-family balance, more family-friendly time expectations, and fewer career consequences for using work-family benefits). An Australian study conducted by Beck & Wilson (2000) also found an inverse correlation between organizational commitment and length of police officer service while in contrast, Allen (2011) is of the view that affective commitment fully mediated the relationship between employment status and subjective carrier success, causal workers had lower level of commitment, likewise, the leader's organizational tenure was positively correlated with manager commitment to the organization (Behav, 2009).

Watanabe (2010) in his work found that women and minority faculty had lower organizational commitment as compared to men and whites respectively. He also concluded that annual income was positively correlated with affective commitment and overall commitment. A positive relation between availability of training along with affective, normative and overall commitment are also well reported in several studies including Ahmad & Bakar (2003). Similarly, Youssef & Luthans (2007) explored that developing hope in the training of participants through having them set goals and "stepping" sub goals, generate realistic pathways emphasizing, approaching desirable results rather than avoiding undesirable ones, and engage in contingency planning for overcoming potential obstacles. Thus, it increased the outcomes i.e. performance, job satisfaction, work happiness and organizational commitment. Panaccio1 & Vandenberg (2000) examined the relationships of role clarity and organization-based self-esteem with four dimensions of commitment to supervisors and organizations (affective, normative, perceived high sacrifice, perceived lack of alternatives) and turnover intentions. Their analyses revealed that role clarity was positively related to affective, normative, and perceived high sacrifice supervisory commitment; however, it was not related to organizational commitments. Similarly, the organization-based self-esteem was positively associated with affective commitment to organizations and supervisors and was also negatively associated with lack of alternatives component of supervisory and organizational commitment. Moreover, it was found that the affective and high-sacrifice dimensions of supervisory commitment were also related to turnover intentions. It has been observed that that staff members' experiences of specific occupational stressors led to lower levels of organizational and individual commitment as well as to higher levels of physical and psychological ill-health. Subrahmanian & Anjani (2010) examined that organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Similarly, Cole & Bruch (2000) suggest that perceptions of a strong organizational identity, organizational identification, and organizational commitment may influence employees' turnover intention in unique ways, depending on their hierarchical level within the organization. Researchers Like Subrahmanian & Anjani (2010) have found positive relationship between commitment and OCB, and the mediating effect of commitment on the positive relationship between procedural fairness and OCB.

2.2 Work Life-Balance

The amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy" (Cambridge Advanced Learner's Dictionary & Thesaurus, 2013). "Working practices that acknowledge and aim to support the needs of staff in achieving a balance between their homes and working lives" (HEBS, 2002).

Maad (2008) says "we work to live not live to work" has been a popular phrase for employees who try to balance priorities in life. A research found work life conflict and stress is positively related with turnover Noor & Maad (2008). Another research's result point at a strong moderating effect of the availability of work-life balance program in the relationship between scheduling control and job satisfaction, and between scheduling control and mental health, among the respondent in this sample. For the Hong Kong sample work conflict is positively correlated with inner concerns, time pressure, work hassles, environmental hassles and family hassles. For United State sample work conflict is only positive correlated with inner concerns and work hassles. Work conflict is negatively correlated with organizational commitment for both samples (Behav, 2009). Whereas,

Vloeberghs (2000) examined that the main goal is to bring about a win-win situation in which both employees and their families and the companies benefit from a better combination of family life and business life.

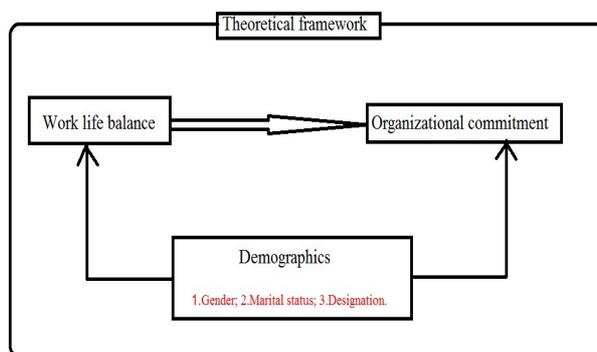
Quality of work-life balance depends upon job satisfaction, human relations, development, and promotion, working conditions, compensation, grievance and stress (Subrahmanian & Anjani, 2010). A few of the demographic variables were also related to work–family climate, specifically flexible time expectations. Managers who reported greater flexibility in their time expectations were, on average, older, more likely to have children, and had a longer tenure in the industry (Behav, 2009). Vloeberghs (2000) examined the direct and indirect effects of work life balance (WLB) practices on multiple stakeholder outcomes in hospitals. Results indicate that greater use of WLB practices enhances outcomes for hospitals, their employees and the patients they care for. Muse et al. (2008) results revealed that providing work-life benefits that employees use and/or value is part of a positive exchange between the employee and employer, whereby both parties can benefit. Choudhry (2011) tested the relationship between work-life balance and organizational commitment and found significant positive relationship between work life conflict and employee performance. Many other researchers found opposite result (see, Elaine Salansan, 2011) The study conducted by Meyer & Allen’s (1991) supported positive relationship of work-life policies and organizational commitment and Jacqueline Norton’s, study examines the relationship between work-life balance and three components of organizational commitment. It found that a positive correlation exists between affective commitment and perceived work-life balance. Results also showed that no significant relationship exists between continuance or normative commitment and perceived work-life balance. However, the strongest correlation found to work-life balance perceptions was that of worker identification with the goals of the organization.

Work life balance and organizational commitment of Generation Y employees, who promote work life balance tend to have a positive impact on increasing productivity, retention of employees and employee loyalty (Ohio: the State of perfect balance; Queensland Government, 2009) the researchers found out that work life balance does not affect organizational commitment of Generation Y employees. This shows that generation Y employees do not consider work life balance as the necessary factor or determinant that will make them stay in the company (Eric Lim, 2011). Sturges & Guest (2004) explored the relationships between work life balance, work/non-work conflict, hours worked and organizational commitment among a sample of graduates in the early years of their career. Results showed that one must demonstrate commitment in terms of hours spent at work, at least during the early years of a career.

Watanabe (2010) explored the potential mediation effect of network Integration and work-family balance on gender and race variation in job satisfaction and organizational commitment. Results indicate that job satisfaction did not significantly vary by gender or race. Size of friendship networks and years at the institution were positively correlated with organizational commitment while being unmarried was negatively correlated with organizational commitment. Bashir and Ramay examine the relationship between career opportunities, work life policies, job characteristics and organizational commitment. The results show that career opportunities and work life policies are significantly correlated with organizational commitment, while job characteristics do not determine their organizational commitment. Morin & Montréal (2008) determine the Management and organizational modes that favor “everyone for himself” have devastating effects on the workplace climate and on employee commitment.

2.3 Theoretical Framework

Based on literature, the below schematic diagram represent the theoretical framework of this study:



2.4 Hypothesis of the Study

Following hypotheses have been developed.

- H₁: Work-life balance has positive relation with organizational commitment.
- H₂: There is an association between employee's marital status and work-life balance.
- H₃: There is a difference between employee's gender and work-life balance.
- H₄: There is a difference in organizational commitment of professionals and support staff.

3. RESEARCH METHODOLOGY

It is important to think carefully about the problem; likewise it is also important to take care of the research methods to be used. The survey approach was used for the study as it is the "most frequently used mode of observation in the social sciences (Babbie, 1993:256)". Target population of the study included all the employees working at SUNGI foundation (mention the total population here in the bracket). However the sample of 96 was selected through non probability convenience sampling technique from different regions of Pakistan including Batagram, Mansehra, Muzafarabad, Abbottabad, Haripur, Gujrat, Rajanpur and Jafarabad..

Primary data was collected through questionnaire. The questionnaire was distributed to respondent of all the above mentioned regions. Despite of their busy schedule all the respondents responded to the questionnaire with their full attention resulting in 100% response rate. The data from SUNGI Foundation was collected by one the researcher who is HR officer at SUNGI Foundation. The employee of all management including top management, professionals and sport staff participates. The process of data gathering took 15 days to finalize for statistical analysis. The data was analyzed and process through statistical package for social sciences. The independent and dependent variables were computed before applying the statistical test. The results are discussed based on the statistical test correlation

The measure used to examine the relationship among the employees organizational commitment (dependent variable) and work life balance (independent variable). The elements asked to measured work life balance were assessed on a five point Likert scale ranging from strongly disagrees to strongly agree. The reliability was checked through Cronbach's Alpha.

Reliability Statistics	
Cronbach's Alpha	N of Items
.782	14

4. RESULTS

AND

DISCUSSION

This section highlights the results, major findings along with their analysis.

4.1 Demographic Profile of the respondents

Variable	Category	Frequency	Percentage
Gender	Male	74	67.9
	Female	22	20.2
Marital Status	Married	61	31.2
	Unmarried	34	56.0
	Widow	1	.9
Designation	Top Management	7	6.4
	Professionals	62	56.9
	Support staff	27	24.8

Maximum respondents are males (67.9%) and females are only (20.2%). Among these (56.0) are unmarried, (31.2) are married and (.9) is widow. Majority of the respondents are from professionals (56.9%) and then supports staff (24.8%).

4.2 Hypothesis Testing

H₁: Work-life balance has positive relation with organizational commitment.

To test the 1st hypothesis Pearson's correlation coefficient was calculated as shown in below table.

Table: Showing Correlation test of variables

		Work to F Life	Family to W Life	Ogl. Commitment
Work to F Life	P. Correlation	1	.349**	-.183
	Sig. (2-tailed)		.000	.075
	n	96	96	96
Family to W Life	P. Correlation	.349**	1	-.369**
	Sig. (2-tailed)	.000		.000
	n	96	96	96
Ogl. Commitment	P. Correlation	-.183	-.369**	1
	Sig. (2-tailed)	.075	.000	
	n	96	96	96

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

The result of Pearson's correlation shows that there is significant relationship between work-life balance and organizational commitment, significance value is less than (.05). The Pearson value of organizational commitment with family to work life is negative but it is significant, as family to work life is more balanced the organizational commitment will ultimately increase.

H₂: There is an association between employee's marital status and work-life balance.

Table: Showing independent sample t-test for employees work-life balance across marital status.

To the	Marital Status	n	Mean	SD	df	t-cal	t-tab	test
Work to Family Life	Single	34	2.8419	.72058	95	1.00	1.96	2 nd
	Married	61	2.8545	.59169				
Family to Work Life	Single	34	2.2451	.55389	95	0.74	1.96	
	Married	61	2.3934	.42604				
Organizational Commitment	Single	34	3.7311	.51689	95	0.172	1.96	
	Married	61	3.7763	.46847				

hypothesis, t-test was used to compare responses of male with the female teachers about advertisement. Using the level of significance of 0.05, the table value of t for 95 degrees of freedom is 1.96. The calculated value of t is 1.00, 0.74 and 0.172 respectively. Since the calculated value is less than the tabulated value. Hence H₁ is accepted.

H₃: There is a difference between employee's gender and work-life balance.

Table: Showing independent sample t-test for employees work-life balance across gender.

	Gender	n	Mean	SD	df	t-cal	t-tab
Work to Family Life	Male	74	2.8243	.64768	96	0.51	1.96
	Female	22	2.9148	.60182			
Family to Work Life	Male	74	2.2883	.48751	96	1.26	1.96
	Female	22	2.4924	.41936			
Organizational Commitment	Male	74	3.8147	.45697	96	2.51	1.96
	Female	22	3.6071	.55624			

Again t-test for the 3rd hypothesis was used to compare the mean difference between responses of male with the female teachers about work-life balance. With 96 df, and 0.05 level of significance, the table value was 1.96, whereas. Table shows that the calculated values of t-cal were 0.51, 1.26 and 2.51. It could be seen that, only the t-cal 2.51 is greater than the t-tab value. Therefore, it could be inferred that work to family life and family to work life are significant, whereas, organizational commitment is not significant. Thus our H₃ is partially accepted.

H₄: There is a difference in organizational commitment of professionals and support staff

Table: Showing t-test results for employee's organizational commitment across professionals and support staff.

	Designation	n	Mean	SD	df	t-cal	t-tab
Organizational Commitment	Professionals	62	4.3536	.48774	86	2.30	1.96
	Support Staff	27	4.1402	.58550			

In order to test hypothesis 4, result states that there is a significant difference in organizational commitment of professionals and support staff, independent sample t test was calculated as shown in the above table. The result of t-test shows that df 86 is significant at 0.00 level, where t-tab value is less than the t-cal which is 2.30, therefore, our hypothesis is substantiated and accepted.

5. CONCLUSIONS

This study finds a significant relationship between work life balance and organizational commitment in he employees of SUNGI development. As the significance value is less than .05 so null hypotheses were rejected. Likewise, the correlation analysis indicates that there is a weak relationship between two variables. According to the results, the study has find any significant relationship of work life balance and organizational commitment across the Gender and marital status. Yet, on the other side it indicates that top management employees are more committed to their work then the professionals and by comparing professionals with the sports staff the professionals show more commitment and this greater commitment is might be due to the seniority.

6. LIMITATIONS

There were several of limitations that researchers have faced during this study. The sample size was small; the larger sample may produce more different and accurate results. The questionnaires were distributed among employees in different regions of SUNGI development. The respondent have respond to the question improperly might be due to the shortage of the time or they don't understand the question properly, or it might be socially desirable behavior of the respondents to fill out the questionnaires. More studies are needed to be carried out for testing the relationship of work life balance and organizational commitment.

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