

IMPACT OF WORK LIFE BALANCE ON ORGANIZATIONAL COMMITMENT OF DOCTORS: WITH SPECIAL REFERENCE TO HOSPITALS IN JAIPUR CITY

Dr. Monika Singh,

Assistant Professor,

Department of Management Studies

The IIS University, Jaipur, India.

Ms. Nivedita Singh,

Research Scholar, Assistant Professor,

Department of Management,

The IIS University, Jaipur, India.

ABSTRACT

The main objective of the study is to determine the relationship between work life balance and organizational commitment along with its three dimensions i.e. affective commitment, normative commitment and continuance commitment. Besides, the other aim is to identify weather there is significant difference between level of organizational commitment and employee's gender and marital status. 50 questionnaires were administered to doctors working in hospitals of Jaipur city of Rajasthan and statistical tools like correlation and chi square test were used to statistically analyze the results using SPSS.

The study revealed that there exists significant relationship between work life balance and three forms of organizational commitment. Hence, maintaing a proper work life balance is an important factor for increasing organizational commitment of doctors working in hospitals. Furthermore, the study revealed that there is no association of organizational commitment with employee's gender however it has a significant association with marital status of doctors working in hospitals.

Keywords: Work Life Balance, Organizational commitment, Affective commitment, Normative commitment, Continuance commitment.

INTRODUCTION:

Hospitals in India are facing challenges like rising competition and lack of resources, due to increased privatization in Healthcare sector. They are confronting variety of challenges like declining quality of patient care, rising costs, shortage of skilled health care professionals coupled with extremely high level of stress and burnout among doctors and nurses. In spite of rapid changes in external and internal business environment, hospitals are competing to achieve their goals.

Human resource is one of the most important elements of organizations including hospitals for attainment of long term goals and objectives effectively and efficiently. Due to rising competition and changes in the nature of work, India has witnessed several changes in the work force demographics, like rising number of women(Census of India, 2001), escalating number of dual income families and nuclear families (Bharat, 2003; Buddhapriya, 2009). Such rapid transitions have adversely affected employees work life balance, job satisfaction and organizational commitment.

Doctors are an integral part of the hospitals providing health care services. They play an important role in determining the quality of patient care and organization's performance as a whole. Rapid changes in the healthcare sector have influenced the work life balance and organizational commitment of doctors working in hospitals. Review of literature shows that doctors have difficulty in balancing their professional and personal lives due to heavy work load, working under schedule pressure, night shifts, administrative burdens, long working hours. These factors have in turn influenced other organizational variables like job satisfaction and organizational commitment. Doctor's work life balance and organizational commitment are in turn, found to influence hospital's performance and productivity. Hence, maintenance of proper work life balance and organizational commitment of doctor's is of paramount importance for the survival and profitability of hospitals.

Majority of research on work life balance in India has been conducted in IT, BPO industry and call centers. Very few studies have been undertaken to study the work life balance and its relationship with organizational commitment of doctors working in hospitals. The present study aims to fill this gap in literature. Since, doctors are the integral part of hospitals, this study aims to identify the level of work life balance of doctors working in hospitals and its impact on their organizational commitment.

LITERATURE REVIEW:

Clark (2000) defines balance as "satisfaction and good functioning at work and at home with a minimum of role conflict". Basically, the extent to which individuals are equally engaged and satisfied in their work and non work roles is work life balance. According to Fisher (2001) work life balance, includes both work/personal life interference as well as work/personal life enhancement. Previous research findings show that employees attitudes towards their

organization and as well as the personal lives of employees are greatly affected by work life balance. Dora et. al. (2004) identified that organizations concern about the employees work life balance is beneficial both for employer and employee in terms of increased employee satisfaction and organizational commitment.

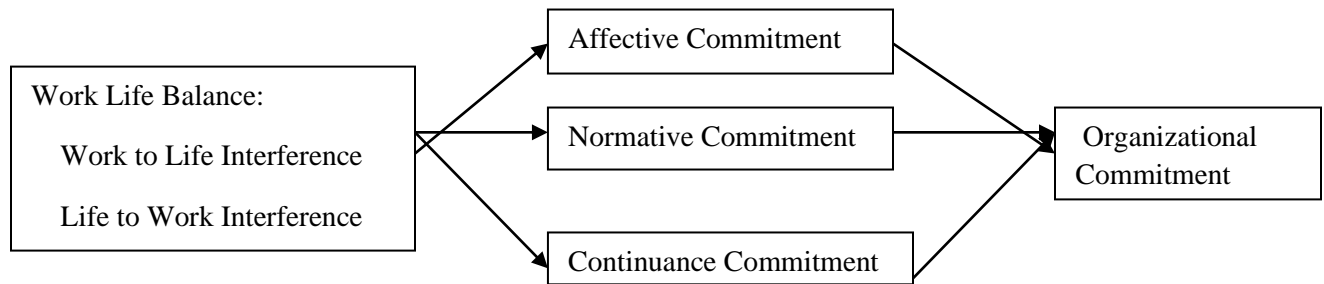
Scholarios and Marks (2006), stated that work life balance is very important for organizations employing highly skilled professionals because their commitment and loyalty is especially required for the proper functioning and success of organizations. According to Sakthivel and Jayakrishnan (2006) work life balance and organizational commitment of hospital employees have significant impact on the hospital's performance and productivity.

Another organizational concept which is widely studied due to its increased importance for effective organizational performance is organizational commitment. It is basically defined as the degree of loyalty an employee has towards his organization by recognizing the organization's values and beliefs, willing to put extra effort for achieving organizations goals and objectives and wishing to retain long term membership in the organization (Swailes, 2002). According to Marrow (1993) "organizational commitment is an attitude reflects feelings such as identification, attachment and loyalty to an organization as an object of commitment."

An organizational commitment model developed by Allen and Meyer (1990) includes three components: affective, continuance and normative commitment. According to Somers(1995) affective commitment means the worker adopts the organizational values and wants to stay in the organization. Such workers work for the betterment of the organization. Continuance commitment occurs when the worker needs to be a part of organizations for fear of consequences that may occur when he terminates the job. When the worker feels obliged to stay in the organization for some reason or other it is normative commitment.

According to Gutek et.al. (1991), work and family are two very important roles in the life of every human being and these two roles are often in conflict due to long working hours, lack of time for social activities, child illness, less time spent at home etc. A study by Adams et.al. (1996) revealed that work life conflict increases if a person is involved more in his job, which in turn leads to reduced job satisfaction and commitment and increased job burnout. Studies show that work life conflict has become an important factor determining organizational commitment. Relationship between work life balance and organizational commitment is clearly explained by social exchange theory. This theory supports the possibility that work life balance policies encourage employees to participate in the achievement of organization's goals and interest to the extent that employees feel obligated to put 'extra effort' in return for these 'extra benefits' which is further an indication of organizational commitment. (Lambert, 2000).

On the basis of above literature review following model has been proposed for the study:



OBJECTIVES OF THE STUDY:

1. To examine the perception of respondents on specific areas of work life balance.
2. To identify the level of organizational commitment of doctors working in hospitals.
3. To analyze the impact of work life balance on organizational commitment of doctors working in hospitals.
4. To determine the relationship between socio-demographic profile and organizational commitment.

HYPOTHESIS OF THE STUDY:

1. **H1:** There is significant relationship between work life balance and organizational commitment.
 - H1a:** There is significant relationship between work life balance and affective commitment.
 - H1b:** There is significant relationship between work life balance and normative commitment.
 - H1c:** There is significant relationship between work life balance and continuance commitment.
2. **H2:** There is significant relationship between level of organizational commitment and employee's gender.
3. **H3:** There is significant relationship between level of organizational commitment and employee's marital status.

SIGNIFICANCE OF THE STUDY:

The significance of the study is to understand the work life balance and organizational commitment of doctors working in hospitals of Jaipur city. Through this study the researcher came to know:

- The impact of work life balance on three forms of organizational commitment i.e affective commitment, normative commitment and continuance commitment.
- The level of organizational commitment among doctors working in hospitals on the basis of gender and marital status.

RESEARCH METHODOLOGY:

The research design of this study is descriptive in nature. The study consists of two variables namely work life balance (independent variable) and organizational commitment (dependent variable). The research work has been done in Jaipur city and data is collected from government and private hospitals during the period 1st January, 2015 to 31th January, 2015.

SAMPLING DISTRIBUTION:

Sample respondents for the study are selected through convenience sampling. Sampling frame includes all the government and private hospitals of the Jaipur city.

SAMPLE SIZE:

For the purpose of our study a sample of 50 doctors working in government and private hospitals of Jaipur, Rajasthan is drawn.

DATA TYPE:

Both primary and secondary data is used.

RESEARCH INSTRUMENT:

Questionnaire and personal interview are taken for primary data collection. Five statements from Chaney(2007) are to measure the degree of work life balance. A portion of organizational commitment scale developed by Allen and Meyer (1991) and revised in 1993 is used to measure organizational commitment of doctors. Five point Likert scale is used were 1 means strongly disagree and 5 means strongly agree.

TEST OF NORMALITY

Kolmogorov-Smirnov test was applied to test the normality of data collected. Following table was generated:

Table 1: Tests of Normality			
	Kolmogorov-Smirnov^a		
	Statistic	df	Sig.
Work Life Balance	.195	50	.000
Affective Commitment	.204	50	.000
Normative Commitment	.189	50	.000
Continuance Commitment	.217	50	.000
Organisational Commitment	.124	50	.003
<i>a. Lilliefors Significance Correction</i>			

Source: SPSS (student version)

Inference: From the above table it can see that the sig. value of the Kolmogorov-Smirnov is less than 0.05, so the data significantly deviate from a normal distribution.

RESEARCH TOOL:

Correlation and Chi-Square test is used with the help of SPSS (version 20.0) to test the hypothesis.

DATA ANALYSIS AND INTERPRETATION:

Hypothesis testing:

- H1:** There is significant relationship between work life balance and organizational commitment.

Table 2: Correlation between work life balance and organizational commitment			
			Organisation Commitment
Spearman's rho	Work Life Balance	Correlation Coefficient	.502**
		Sig. (2-tailed)	.000
		N	50
<i>** Correlation is significant at the 0.01 level (2-tailed).</i>			

Source: Primary data calculated through SPSS (student version)

Inference: From the above table it can see that Spearman's rho value is .502 and sig. value is .000 which indicates that work life balance have a positive correlation with significant effect on organisational commitment.

H1a: There is significant relationship between work life balance and affective commitment.

Table 3: Correlation between work life balance and affective commitment			
			Affective Commitment
Spearman's rho	Work Life Balance	Correlation Coefficient	.150
		Sig. (2-tailed)	.003
		N	50

Inference: From the above table it can see that Spearman's rho value is .150 and sig. value is .003 which indicates that work life balance have a positive correlation with significant effect on affective commitment.

H1b: There is significant relationship between work life balance and normative commitment.

Table 4: Correlation between work life balance and normative commitment			
			Normative Commitment
Spearman's rho	Work Life Balance	Correlation Coefficient	.009
		Sig. (2-tailed)	.049
		N	50

Inference: From the above table it can see that Spearman's rho value is .009 and sig. value is .049 which indicates that work life balance have a positive correlation with significant effect on normative commitment.

H1c: There is significant relationship between work life balance and continuance commitment.

Table 5: Correlation between work life balance and continuance commitment			
			continuance commitment
Spearman's rho	Work Life Balance	Correlation Coefficient	.134
		Sig. (2-tailed)	.035
		N	50

Inference: From the above table it can see that Spearman's rho value is .134 and sig. value is .035 which indicates that work life balance have a positive correlation with significant effect on continuance commitment.

- H2:** There is significant association between level of organizational commitment and employee's gender.

Table 6: Crosstabulation

Gender * Organisation Commitment								
			Organisation Commitment					Total
			Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	
Gender	Male	% within Gender	48.6%	31.4%	14.3%	5.7%	0.0%	100.0%
		% within Q1	63.0%	78.6%	71.4%	100.0%	0.0%	70.0%
		% of Total	34.0%	22.0%	10.0%	4.0%	0.0%	70.0%
	Female	% within Gender	66.7%	20.0%	13.3%	0.0%	0.0%	100.0%
		% within Q1	37.0%	21.4%	28.6%	0.0%	0.0%	30.0%
		% of Total	20.0%	6.0%	4.0%	0.0%	0.0%	30.0%
Total		% within Gender	54.0%	28.0%	14.0%	4.0%	0.0%	100.0%

	% within Q1	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%
	% of Total	54.0%	28.0%	14.0%	4.0%	0.0%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.990 ^a	3	.574
Likelihood Ratio	2.568	3	.463
Linear-by-Linear Association	1.296	1	.255
N of Valid Cases	50		

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .60.

Inference: From the above table it can see that Pearson Chi-Square is 1.990, sig. value is .574. It means that there is no significant association between level of organizational commitment and employee’s gender.

- 3. **H3:** There is significant relationship between level of organizational commitment and employee’s marital status.

Table 7: Crosstabulation

MaritalStatus * Organisation Commitment								
			Organisation Commitment					Total
			Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	
Marital Status	Married	% within Marital Status	65.0%	32.5%	2.5%	0.0%	0.0%	100.0%
		% within	96.3%	92.9%	14.3%	0.0%	0.0%	80.0%

		Q1						
		% of Total	52.0%	26.0%	2.0%	0.0%	0.0%	80.0%
	Unmarried	% within Marital Status	10.0%	10.0%	60.0%	20.0%	0.0%	100.0%
		% within Q1	3.7%	7.1%	85.7%	100.0%	0.0%	20.0%
		% of Total	2.0%	2.0%	12.0%	4.0%	0.0%	20.0%
Total		% within Marital Status	54.0%	28.0%	14.0%	4.0%	0.0%	100.0%
		% within Q1	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%
		% of Total	54.0%	28.0%	14.0%	4.0%	0.0%	100.0%

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.821 ^a	3	.000
Likelihood Ratio	28.540	3	.000
Linear-by-Linear Association	24.719	1	.000
N of Valid Cases	50		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .40.

Inference: From the above table it can see that Pearson Chi-Square is 32.821, sig. value is .000. It means that there is a significant association between level of organizational commitment and employee's marital status.

LIMITATION OF THE STUDY:

1. Sample may not represent the true population.

2. Study may be absolute because of changing environment.
3. Respondents are non-cooperating.

SUGGESTION AND RECOMMENDATIONS:

1. Organizations should properly clarify and communicate the mission and ideology to the employees along with inclusive fairness at the workplace to enhance the organizational commitment of employees.
2. Organizational justice of the hospitals should be increased by providing good grievance system and job stress of the doctors should be decreased by providing effective work life balance facilities in order to enhance organizational commitment of doctors.
3. Hospital managers should sustain work life balance of doctors for maintaining affective, normative and continuance commitment.

CONCLUSION:

The results of this study indicate that work life balance has significant relationship with organizational commitment and its three dimensions i.e. affective, normative and continuance commitment. Hence, work life balance is very important for increasing the organizational commitment of doctors working in hospitals. Findings are consistent with other studies indicating that work life balance has significant organizational benefits like productivity, commitment and enhanced team work. Individual benefits include reduced stress and balanced work and personal life.

Furthermore, the study revealed that there is no significant association between organizational commitment and gender of employees. Hence, there is no difference in organizational commitment of male and female doctors working in hospitals. However, the study identified that there is significant association between organizational commitment and marital status of employees. Since, the task of doctors is very demanding and challenging, organizations must take adequate steps for developing effective work life balance policies and programs in order to enhance organizational commitment.

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