

# Achieving Work Life Balance and its Impact on Job Satisfaction and Career Success: A Comparative Study

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*Abstract: The paper aims to provide empirical evidence on impact of work life balance and its impact on job satisfaction and career success in the television and hospital sectors. The structured questionnaire survey of 150 personnel was taken. The study followed descriptive design to compare mean values. Correlation and regression analyses were carried on and proposed hypotheses were tested. Work life balance has shown significant positive impact on job satisfaction in the both television and hospital sectors. It also has positive impact on career success in both hospital and television sectors; but the impact is significant only in hospitals.*

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**Key words:** Work life balance, Job satisfaction, Career success, Work family conflict

## I. INTRODUCTION

Work life balance (WLB) is that state of equilibrium in which the demand for both person's job and person's life are equal. It reflects the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role (Greenhaus et al., 2003). Balance is an achievable goal. Achieving better work life balance is a cultural mindset, not just a set of policies. Numerous studies have found work-family conflict is related in some way or the other to lower job satisfaction (Bedeian et al., 1988; Burke and Greenglass, 1999; Parasuraman and Simmers, 2001; Rice et al., 1992). Personal factors (gender, age, race, education and time at work), work reward (salary, promotion and financial rewards), work conditions (autonomy, workload, role conflict, comfort and number of clients) and work relations (supervisors and colleagues) may affect an employee's concept towards job satisfactions. According to Adhikari (2001) an opportunity for career development is the milestone to insured the sustained development of employees working in the organization. It enhances employees' loyalty

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in the organization. Judge et al. (1995) also defined career success as “the positive psychological or work-related outcomes or achievements one has accumulated as a result of one’s work experiences”. According to Broers (2005) successful balancing a career with a personal or family life can be challenging but once attended, it enhances a person’s satisfaction from the work and beautifies the personal life.

## II. OBJECTIVES AND HYPOTHESES OF THE STUDY

The objectives of the study are to:

- i. examine the impact of work life balance on job satisfaction, and
- ii. examine the impact of work life balance on career success.

The following hypotheses are tested in the study:

Hypothesis 1: Work-life balance positively relates to job satisfaction

Hypothesis 2: Work-life balance positively relates to career success.

## III. REVIEW OF LITERATURE

**Work Life Balance:** Originally, a work was a matter of necessity and survival. Today, work still is a necessity but then it is taken on equal grounds to both personal satisfaction and family responsibility. It includes working arrangements which refers to those working patterns and forms of work organization, outside of statutory entitlements, which are designed to assist workers to combine work and family life, caring responsibilities and personal life outside the workplace to both work and home without jeopardizing one for another. Work life balance variables under the study are:

Work Life balance=WLB

Job Satisfaction=JS

Career Success=CS

**Job satisfaction:** Job satisfaction is a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering (Locke, 1969; Portoghese et al. 2011). Bedeian et al. (1988) examined accounting professionals and found a negative relationship between job satisfactions and work-to-family conflict for both men and women. Namayandeh et al. (2011) studied on married female nurses and revealed that there was a significant negative relationship between job satisfaction with work- family Conflict and family-work conflict.

**Career success:** Traditionally, career success was often defined in terms of occupational advancement or success (Cascio, 2006). Career literatures have begun to link career satisfaction to work-family conflict (Martins et al., 2002; Powell and Mainiero, 1992). One can put career success as the positive psychological or work-related outcomes or achievements one has accumulated as a result of one’s work experiences.

#### IV. CONCEPTUAL FRAMEWORK

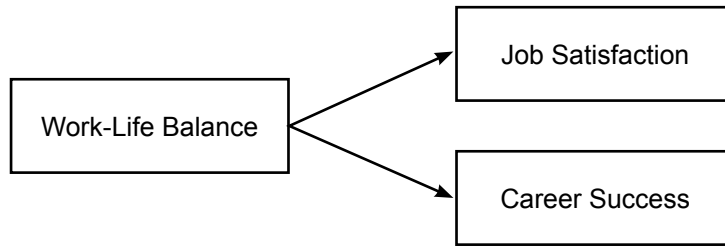


Figure 1: An Impact of Work Life Balance on Job Satisfaction and Career Success

#### V. DATA COLLECTION AND METHOD OF ANALYSIS

The primary data were collected from Nepal television, Image channel, and T.U (Tribhuvan University) Teaching hospital and B & B hospital in Kathmandu valley through structured questionnaire survey on 150 respondents during December 2009. The study followed descriptive design to compare mean values. Correlation and regression analyses were carried on and proposed hypotheses were tested.

#### VI. PRESENTATION AND ANALYSIS OF DATA

The presentation and analysis of the study was based on the primary data collected. The following descriptive, correlation and regression analysis represents the results:

**Descriptive Analysis:** The following table reports the mean comparison from television and hospital sectors on the given statements. The P-values show that the responses of hospital sector is statistically significant different from television sector.

Table 1: Mean Comparison between Television and Hospital Sectors

SN	Variables	Work Life Balance	Mean	P-value	Types of Organization
1	WLB	I am managing my personal and family life and work life with proper plan and cooperation.	3.62	0.008	Television
			4.01		Hospital
2	JS	I have positive attitude toward my job.	4.08	0.089	Television
			4.31		Hospital
3	CS	I am proud to have this post (title) for my career succession.	3.04	0.000	Television
			4.11		Hospital

\*These estimates are based on 150 responses.

Source: survey 2009.

The above table 1 shows the comparative mean values of the variables WLB, JS and CS between two different sectors. The mean values of WLB, JS and CS were higher in the hospital than in the television sector. The P-value also indicated statistically

significant difference in the above statements between two sectors, but the difference is highly significant for the variable CS.

**Correlation Analysis:** The correlation analysis is used to find out to compare the correlation between the observable variables JS and WLB; and CS and WLB between two sectors. The correlation between variables is presented in table 2.

Table 2: Pearson correlation coefficient between dependent and independent variables

SN	Dependent Variables	Independent Variables	
		Television WLB	Hospital WLB
1	JS	0.243(*)	0.522(**)
2	CS	0.062	0.435(**)

(\*) significance at 5% level (\*\*) significance at 1% level

Table 2 has shown the correlation results of the dependent variables JS, and CS with independent variable WLB. The correlation between JS and WLB is positive and statistically significant at 5 percent and 1 percent level in the television and hospital sectors respectively. Rania et al. (2011) identified the positive relationship between work-life balance and job satisfaction of middle level employees in IT industry. The above table also revealed positive relationship between WLB and CS the in television and the hospital sectors, but the relationship is significant at 1 percent only in the hospital. This results supports with that of Martins et al. (2002), who found strong support for their hypothesis that work-family conflict and career satisfaction were negatively related for both male and female managers and professionals.

**3. Regression Analysis:** The regression is used to observe relationship between the variables and test the proposed hypothesis. The following models are developed to study the effect of independent variable on dependent variables:

**Model: A** JS=f (WLB)

Dependent variable: JS

Independent variable: WLB

Table: 3 Impact of work life balance on job satisfaction

The table provides the comparative regression result of job satisfaction (JS) with work life balance (WLB) from 150 respondents both from television and hospital sectors

Variables	coefficient	std. Error	t-Statistic	P-value.	R2	Types of Organization
WLB	0.2171	0.1252	1.7350	0.0892	0.0590	Television
	0.4758	0.0785	6.0557	0.0000	0.27.23	Hospital

Table 3 presents that there is a significant positive effect of WLB on JS in the television (coefficient: 0.2171) and hospital (coefficient: 0.4758) sectors at 5 percent level. The values 0.0590 and 0.2723 of the total variance of JS are explained by the independent

variable WLB in the television and hospital sectors respectively. The P-value of the model meets the test of goodness of fit. The results were matched with the hypothesis. Howard et al. (2004) concluded that work-family conflict which reflects work-life balance issue is significantly related to satisfaction with job. Burke & Greenglass (1999) also concluded that work family conflict increased psychological strain, more symptoms of physical ill-health, and reduced job and family satisfaction.

**Model: B**  $CS=f(WLB)$

Dependent variable: CS

Independent variable: WLB

Table: 4 Impact of work life balance on career success

The table provides the comparative regression result of career success (CS) with work life balance (WLB) from 150 respondents both from television and hospital sectors

Variables	coefficient	std. Error	t-Statistic	P-value.	R2	Types of Organization
WLB	0.0548	0.1277	0.4289	0.6699	0.0038	Television
	0.3414	0.0713	4.7877	0.0000	0.1896	Hospital

The table 4 reveals that there is a positive impact of WLB on CS in the hospital (coefficient: 0.3414) and television (coefficient: 0.0548) sectors. But the impact was significant at 5 percent only in hospitals. The values 0.0038 and 0.1896 of the total variance of CS are explained by the independent variable WLB in the television and hospital sectors respectively. Martins et al. (2002) reported that work-family conflict had stronger association with lowered career satisfaction for women than men.

## VII. CONCLUSION AND RECOMMENDATIONS

The study revealed a significant positive relationship between the work life balance and job satisfaction both television and hospital sectors. Virick et al. (2007)'s studied on layoff survivors in a high tech company and found the positive relation between job satisfaction and work-life balance. The significant positive correlation between work life balance and career success was also found out in the hospital sector. The positive relationship was shown between work life balance and career success in the television sector.

The work life balance, job satisfaction and career success are salient issues that operate together to affect individuals' lives as well as employee-employer linkages. The work life balance is important determinants of intrinsic and extrinsic aspects of job satisfaction. The relevance of work life balance practices applies to satisfaction with the work itself, satisfaction with pay and satisfaction with the degree of influence over the job, which we call autonomy. In particular, lack of work-family balance has a negative effect on aspects of career success such as job satisfaction and life satisfaction (Netemeyer et

al., 1996; Carlson and Perrew, 1999). The career planning in the organization should be successfully formulated and implemented with the collective efforts of employees who seek careers and the employing organization. The following are the recommendations:

- Create favorable working conditions both for employees and the company and guide the employees to communicate effectively and build a good interpersonal environment within the company;
- Supportive workplace programs by supportive supervisors to balance career and family demand and reduce work-family conflict and job dissatisfaction ;  
Evaluate employee work performance, evaluate employee service quality and improve equity in rewards or overall wage level of employees;
- Concern about individual-career based training and development opportunities to the employees to reduce work-family conflict and achieve full potential for success.
- Consider a new “infrastructure” in their career development models, lunch various organizational career activities (mentoring/sponsorship and encouragement and support at work, and to friendly-benefits family programs).

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