

Relationship between Work-Life Balance, Job satisfaction and Employee Performance among women employees in health care sector

Mrs. Reena R¹, Dr. G.P. Dinesh², Dr. Divya Bharathi³

¹Research Scholar, Dept. of Management
Vijayanagar Sri Krishnadevaraya University
Ballari-583105, Karnataka, India

²Professor, Dept. of Business Administration
Vijayanagar Sri Krishnadevaraya University
Ballari-583105, Karnataka, India

³Associate Professor, Dept. of Management Studies
Ballari Institute of Technology & Management, Ballari
Karnataka, India

Abstract:

The present study is to investigate the influence of work-life balance on the job satisfaction and performance of female employees in the Healthcare industry. Data was gathered through a meticulously designed survey tool from a sample of 280 female employees working in various hospitals in Karnataka. The reliability of the instruments was initially assessed, followed by the use of descriptive statistics, correlation analysis, and regression analysis using SPSS. The researchers examine the function of job satisfaction as a mediator between work-life balance and employee performance using the Process Hayes Model 4. The findings reveal significant positive associations between WLB and JB, JB and EP, as well as WLB and EP. These results underscore the importance of work-life balance in fostering job satisfaction and subsequently enhancing employee performance among women in the healthcare sector. The implications of these findings for organizational policies and practices are discussed, highlighting the potential for creating supportive environments that contribute to the well-being and effectiveness of women healthcare professionals.

Keywords: Work-life balance, Job satisfaction, Employee performance, Women in Health sector

1. Introduction:

In the dynamic and demanding landscape of the healthcare sector, the well-being and performance of employees, particularly women, have become pivotal considerations for organizational success. This study delves into the intricate relationship between Work-Life Balance (WLB), Job Satisfaction (JB), and Employee Performance (EP) among women employees in the healthcare sector. The healthcare profession, characterized by its intense work schedules and critical nature, presents unique challenges, particularly for women who often navigate complex roles both within and outside the workplace.

As the healthcare sector places an increasing emphasis on the holistic care of patients, understanding the factors influencing the well-being and performance of its workforce is essential. Work-Life Balance, defined as the equilibrium between professional obligations and personal life, has emerged as a critical factor influencing job satisfaction and overall employee performance. Women in healthcare, balancing the demands of caregiving within their professional and personal realms, face distinct challenges that necessitate a nuanced examination of these relationships.

Arul doss et al. (2021) and Abdirahman et al. (2020) found that work-life balance (WLB) is linked to characteristics including employee well-being, performance, and corporate citizenship conduct, making it a significant issue for research. According to Chung (2020), work-life balance (WLB) helps employees manage their employment, family, caregiving, and personal commitments. When a person's professional and personal lives are in harmony, they have achieved work-life balance (WLB) (Clarke, Koch & Hil, 2004). Work Life Balance (WLB) strives to maintain a safe working environment, employee happiness with their jobs, trust in the organisation, and teamwork and unity among workers (Saraji and Dangahi, 2006). Employees' health and happiness are said to improve when a work-life balance is established.

According to research (Soomro et al., 2018; Machuca et al., 2016), when employees take charge of their work-life balance, it leads to a host of positive outcomes, including job satisfaction, employment security, employee involvement, growth, increased productivity, and overall enhanced performance. Melayansari and Bhinekawati (2020) and Yadav and Abhade (2014) both note that there is a dearth of studies examining the effects of work-life

balance on the productivity of female employees. The purpose of this study is to examine the effect of WLB on the productivity of female healthcare workers. The research goes on to say that job satisfaction mediates the association between work-life balance and employee performance.

2. Research Objectives:

1. Investigating how the work-life balance of female employees affects their job satisfaction.
2. Assessing the impact of work-life balance on the performance of women employees in the healthcare sector.

2.1 Theoretical background

Two theoretical frameworks provide the groundwork for the present investigation: 1) spillover theory (Frischman, 2009) and 2) social exchange theory (Eisenberger and Huntington, 1986). Employee actions are governed by social exchange theory. How an organisation treats its employees has a major influence on how those employees act towards the business. Indicative of how much time and energy an individual's profession "takes" from them is their ability to strike a balance between their work and home lives. According to Silaban and Margaretha (2021) and Qodrizana (2018), researchers hypothesized that people with high levels of WLB would be more satisfied with their jobs. According to the research, workers' sense of belonging to the company and their happiness on the job are both boosted when they are able to successfully juggle their professional and personal lives.

The idea behind spillover theory is that when something changes in one area, it will impact other areas as well. According to Fischman (2009), spillover is considered "ubiquitous" due to the fact that it occurs in complex, non-observable ways across various interdependent systems (variables). Positive or negative spillover is possible. According to Grzywacz et al. (2007), when an individual's actions and emotions in one area have a beneficial effect on their actions and emotions in another area, this phenomenon is called a positive spillover. For instance, when workers are content, it could benefit their well-being, their families, and their companies. Empirical study has shown that disgruntled employees are less inclined to put effort into the organisation, particularly when it comes to performing above their assigned duties (Organ 1977).

According to the social exchange and spillover theory, workers' happiness at work impacts their productivity on the job. One model that the researchers have developed using these theories is one in which job happiness mediates the relationship between women's work-life balance and their success on the job.

2.2 Literature review and hypotheses development

Work-Life Balance (WLB)& its importance

According to Greenhaus et al. (2003), "the extent to which an individual is equally involved in - and equally satisfied with - his or her professional function and family role" is what work-life balance is all about. It is thought that work-life balance is achieved when there is harmony between work and life, rather than conflict (Semlali and Hassi, 2016). Everything that an employee does for their employer is considered work, but everything that isn't a job is life. Caregiving for the elderly, children, and other household members is part of this category (Aruldoss et al., 2021). Margaretha (2021) argues that in order to avoid burnout and stress on the job, people need to find a way to balance their personal and professional lives. There is a correlation between WLB and employee commitment, job satisfaction, and output.

Achieving a healthy work-life balance is all about finding a happy medium between work and personal life. Success, career advancement, and stellar performance are within reach for women who are happy in their jobs and giving their all every day (Parsha, 2022). Employees are more invested in their work and more likely to remain with the company over the long run when the WLB is strong. Retaining an employee can be expensive, with an average cost of £30,000 and a potential onboarding time of up to 28 weeks, according to economists at Oxford University. This report strongly suggests WLB to any firm that wants to build a reputation but is struggling to find and keep outstanding employees. Considering that it will guarantee a high level of in-house talent and increase retention rate (Wedgwood, 2019).

The Relationship Between Work-Life Balance and Job satisfaction

A definition of job satisfaction is "a pleasant feeling about an employment that is a result of an evaluation of the aspects of the job Organ (1988). According to Organ and Konovsky (1989), there are two factors that contribute to occupational satisfaction. One is affective and the other is non-affective. The emotive component describes the emotional state of the employees, whereas the non-affective (cognitive) component describes their level of satisfaction with the evaluation of their job. When workers are happy in their jobs, they are more likely to go above and beyond to help the company, and vice versa: low levels of job satisfaction are a great indicator of possible organizational problems (Gagnano et al., 2020).

Job satisfaction is positively correlated with WLB, according to Fayyazi&Aslani (2015). Employees who report a healthy work-life balance are 21% more productive, and they also report higher levels of engagement and happiness

with their jobs, according to a poll by the Corporate Executive Board (Wood, 2017). According to studies done in 2016 by Mas-Machuca et al., workers are happier and more fulfilled in their jobs when their employers' priorities their work-life balance. The favourable effect of work-life balance on job satisfaction has been supported by other studies as well (Lebang&Ardiyanti, 2021; Sari &Seniati, 2020). This conversation forms the basis for the following hypothesis in the present study:

Hypothesis 1: Work-life balance of women employees significantly influences job satisfaction.

WLB and Employee Performance

An observable and quantifiable activity or sequence of acts is what McConnell (2003) calls a performance. Employee performance is a key component in the organization's pursuit of its goals, and the success of the company is closely related to employee performance. How successfully a worker completes their job is the best indicator of their performance (Abdulkadir, 2018). Applying one's knowledge, skills, and experience in a way that aligns with appropriate behaviour is essential for their effective application. Both the business and the employee benefit from a good work-life balance, according to Mulanya and Kagiri (2018). Everyone benefits when people are able to strike a healthy balance between their work and personal lives. Work-life balance improves productivity on the job by reducing absenteeism and staff turnover and improving employee happiness and loyalty (Bataineh, 2019).

A key component in improving employee performance, according to research by Obiageli et al. (2015), is the practice of work-life balance. In a similar vein, a large body of research has established that employees perform better when they are able to strike a good work-life balance (Melayansari&Bhinekawati, 2020; Preena, R., 2021). A person's level of productivity on the job is highly dependent on their capacity to strike a good work-life balance, as mentioned earlier. It is anticipated that individuals' work performance will be positively impacted by their ability to appropriately balance their employment and personal responsibilities. This leads us to the following expression of the hypothesis:

Hypothesis 2: Work-Life Balance has positive significant impact on women employees' performance.

Job satisfaction and employee performance

Job satisfaction is frequently employed as a measure of well-being, indicating that a more organized work schedule leads to greater contentment among employees and consequently enhances workplace productivity and performance (Memon et al., 2020).

Job satisfaction, which refers to a positive state displayed by employees, can impact the connection between work-life balance and employee performance. Specifically, the level of job satisfaction alters the relationship between work-life balance and employee performance (Gagnano et al., 2020). Studies have demonstrated that job satisfaction significantly enhances employee performance (Warin et al., 2020). Furthermore, employees who experience happiness in their professions are anticipated to produce favourable contributions to the organisation (Abdallah et al., 2017). Hence, the researcher puts forward the subsequent hypotheses:

Hypothesis 3: Job satisfaction of women employees positively and significantly influence their performance.

3. Research methodology

The quantitative data was collected by means of a survey. After the literature review was finished, a questionnaire was constructed using the frameworks given by the prior studies. Using a 5-point Likert scale, where 1 signifies strong disagreement and 5 signifies strong agreement, each statement was evaluated. Healthcare workers in the Indian state of Karnataka are the subjects of this sample. The work-life balance elements were taken from a study done by Taşdelen and Bakalim (2017). The four items used to measure job satisfaction were derived from the work of Aruldoss et al. (2020). Lastly, the research dependent variable, employee performance, was measured utilizing the study conducted by Abdulkadir (2018).

a. Sample and data collection

An online survey was created in Google Docs and sent out via email in order to gather information from female employees. March to April 2022 was the time frame for data collecting. All of the female hospital staff members were considered part of the target demographic. First, the sample was stratified according to the types of hospitals, and then the sample was selected using a mixed-methods approach. Additionally, female employees were chosen at random from each stratum. Both individual and company-sponsored methods of contacting respondents were used. Emails were sent to different organisations asking them to share the link with their employees, or to individual employees asking them to share it with their colleagues in the same department. The URL to the survey website was also included in these emails. The participants in the study filled out a total of 302 questionnaires.

3.2 Data analysis

The study's analysis and presentation of results were based on descriptive and inferential statistics. A version of IBM SPSS 24 was used to do the data analysis. To describe the sample, we look at its mean, standard deviation, percentage, and frequencies. The results of the sample were used to generalize the population using inferential statistics, which include regression and correlation. Data screening was carried out when 302 final replies were received; questionnaires with missing data were removed, and a final sample of 280 responses were chosen for further study.

4. Results

4.1 Demographic characteristics: The detail of select women employees were represented in the below table.

Table 1: Demographic profiles of women respondents (N=280)

| Profiles | Items | Frequency | Percentage |
|------------------------|---------------------------------------|-----------|------------|
| Marital Status | Married | 153 | 55 |
| | Unmarried | 127 | 45 |
| Educational background | PG | 127 | 45 |
| | Secondary board/ degree Equivalent | 34 | 12 |
| | UG | 119 | 42 |
| Age in years | Less than 28 | 109 | 39 |
| | 28 to 38 | 101 | 36 |
| | 29 to 38 | 2 | .7 |
| | 38 to 48 | 60 | 21 |
| | Above 48 | 8 | 3 |

Source: Primary data

The provided demographic data offers a comprehensive overview of the characteristics of the surveyed population. In terms of marital status, a majority of the respondents, constituting 55%, are married, while 45% identify as unmarried. Moving to the educational background, the distribution reveals that 45% of the respondents have pursued postgraduate (PG) education, 12% hold secondary board/equivalent degrees, and 42% have completed undergraduate (UG) studies. This indicates a diverse educational profile within the sample. In terms of age, the respondents are spread across various age groups. The largest proportion falls in the age range of 28 to 38 years, making up 36% of the sample, followed by those below 28 years (39%). A noteworthy observation is the presence of respondents in the 29 to 38 years category, although it appears to overlap with the preceding age group, and there are respondents in the 38 to 48 years and above 48 years categories, contributing to the overall demographic heterogeneity of the sample.

4.2 Descriptive statistics and scale reliability:

It appears that most of the replies fell somewhere around the centre of the scale, according to the central tendency measures of mean and dispersion by standard deviation. The most positive feedback was given to WLB ($M = 3.93$, $SD = 0.85$) then to EP ($M = 3.89$, $SD = 0.87$) and finally to JS ($M = 3.78$, $SD = 0.82$).

The reliability of all the constructs utilized in the data analysis was checked using Cronbach's alpha, which is the most preferred reliability measure. According to Nunnally and Bernstein (1994), the reliability threshold is defined as values that are equal to or greater than 0.7. Table 2's alpha values, which range from 0.814 to 0.847, all exceeded the specified requirements, confirming the data's dependability.

In addition, the values of the correlation coefficients for all of the variables are provided in table 2. There was a connection between the variables, according to the analysis of correlations. A positive and statistically significant correlation between any two variables suggests that changing one will improve the other. Work satisfaction and performance had the strongest association ($R=0.846$). The WLB R-value while using EP is 0.835 and when using JB is 0.760.

Table 2: Cronbach’s alpha, Mean, Std. deviation and Correlation of the variables

| Items | WLB | JB | EP |
|---------------------------|---------|---------|---------|
| Reliability (Alpha value) | 0.844 | 0.812 | 0.831 |
| Mean | 3.9282 | 3.7783 | 3.8921 |
| Standard deviation | .84603 | .81902 | .86871 |
| Work-life balance (WLB) | 1 | 0.761** | 0.836** |
| Job satisfaction (JB) | 0.761** | 1 | 0.844** |
| Employee performance (EP) | 0.836** | 0.845** | 1 |

Note: ** indicates Correlation is significant at the 0.01 level (2-tailed)

The provided table presents the interrelationships among the variables of Work-Life Balance (WLB), Job Satisfaction (JB), and Employee Performance (EP), along with their respective reliability measures. The alpha values for reliability indicate strong internal consistency for each construct, with values of 0.844 for WLB, 0.812 for JB, and 0.831 for EP. These high reliability coefficients suggest that the measurement scales used for each variable reliably capture the intended constructs.

Examining the correlations between the constructs, it is evident that there are positive and statistically significant associations. Work-Life Balance (WLB) demonstrates a substantial positive correlation with both Job Satisfaction (JB) and Employee Performance (EP), with correlation coefficients of 0.761 and 0.836, respectively. Similarly, Job Satisfaction (JB) and Employee Performance (EP) exhibit a positive and strong correlation with a coefficient of 0.844. These findings suggest that individuals who perceive a better work-life balance are likely to experience higher job satisfaction and enhanced job performance. The mean scores provide insights into the central tendencies of the variables. On average, respondents reported a mean score of 3.9282 for Work-Life Balance (WLB), 3.7783 for Job Satisfaction (JB), and 3.8921 for Employee Performance (EP). The relatively high mean scores indicate a generally positive perception of these constructs among the surveyed individuals. The standard deviations, measuring the degree of variability in responses, are relatively small, reflecting a degree of consensus among the respondents in their perceptions of Work-Life Balance (WLB), Job Satisfaction (JB), and Employee Performance (EP).

The reliability coefficients, correlation values, mean scores, and standard deviations collectively contribute to a comprehensive understanding of the relationships between Work-Life Balance, Job Satisfaction, and Employee Performance. The findings suggest not only internal consistency in the measurement scales but also positive associations between these constructs, emphasizing the potential impact of work-life balance on job satisfaction and employee performance. The analysis further revealed a substantial influence on women's performance, as work-life balance (WLB) was responsible for explaining 57.6% of the variation in employee performance (EP). Consequently, Hypothesis 1 is accepted based on these findings.

Table 3: Regression results:

| Path | Relationship | β | S.E | R ² | T | p-value | Result |
|------|--------------|---------|--------|----------------|--------|---------|--------------|
| A | WLB → JB | .7085 | 0.038 | .5331 | 17.824 | 0.000 | H1 supported |
| B | JB → EP | .5412 | 0.0415 | .5981 | 12.986 | 0.000 | H3 supported |
| C' | WLB → EP | .4597 | 0.0402 | .5762 | 11.362 | 0.000 | H2 supported |

The results of the regression analysis provide valuable insights into the relationships between Work-Life Balance (WLB), Job Satisfaction (JB), and Employee Performance (EP) among women doctors.

The results of the hypothesis testing, outlined in Table, provide valuable insights into the relationships between Work-Life Balance (WLB), Job Satisfaction (JB), and Employee Performance (EP). Beginning with Hypothesis 1 (H1), which posited a significant relationship between Work-Life Balance (WLB) and Job Satisfaction (JB) in Path A, the analysis revealed a beta coefficient (β) of 0.7085. This signifies a strong positive association between Work-Life Balance and Job Satisfaction, supported by the low standard error (S.E) of 0.038 and a substantial R-squared (R²) value of 0.5331.

The high t-value of 17.824 and a p-value of 0.000 confirm the statistical significance of this relationship, providing robust support for Hypothesis 1.

Moving to Hypothesis 3 (H3), which proposed a significant relationship between Job Satisfaction (JB) and Employee Performance (EP) in Path B, the analysis demonstrates a beta coefficient (β) of 0.5412. This result indicates a positive and significant association between Job Satisfaction and Employee Performance. The low standard error (S.E) of 0.0415 and a substantial R-squared (R²) value of 0.5981 suggest that approximately 59.81% of the variability in Employee Performance can be explained by changes in Job Satisfaction. The high t-value of 12.986 and a p-value of 0.000 confirm the statistical significance of this relationship, providing strong support for Hypothesis 3.

Finally, in the context of Hypothesis 2 (H2), which postulated a significant relationship between Work-Life Balance (WLB) and Employee Performance (EP) in Path C', the analysis reveals a beta coefficient (β) of 0.4597. This implies a positive and significant association between Work-Life Balance and Employee Performance. The low standard error (S.E) of 0.0402 and a substantial R-squared (R²) value of 0.5762 indicate that approximately 57.62% of the variability in Employee Performance can be explained by changes in Work-Life Balance. The high t-value of 11.362 and a p-value of 0.000 confirm the statistical significance of this relationship, providing robust support for Hypothesis 2.

All three hypotheses are strongly supported by the analysis, indicating significant positive relationships between Work-Life Balance and Job Satisfaction (H1), Job Satisfaction and Employee Performance (H3), as well as Work-Life Balance and Employee Performance (H2). These findings collectively underscore the importance of work-life balance in influencing both job satisfaction and employee performance among the participants in the study.

4. Discussion

The desire to understand why and how work-life balance impacts the performance of women in the healthcare industry prompted the launch of this study.

A better work-life balance is associated with higher productivity among female employees, according to a theory that was built out of the social exchange theory and the spillover theory. In addition, the study found that work-life balance (WLB) is related to employee performance, with work satisfaction mediating the relationship to some extent. When workers are healthy and happy, they take pleasure in their work and are satisfied with their lives, which motivates them to do a better job.

More specifically, this study found that job satisfaction among healthcare workers is positively affected by work-life balance for women. This agrees with the findings of Sari & Seneti (2020) and Machuca et al. (2016), which also discovered a strong correlation between a healthy work-life balance and contented employees.

The study also found that when women were happy in their jobs, it showed up in their performance. This finding is similar to those of Pio (2021) and Warin et al. (2020), who found that employee retention is directly correlated to their level of job satisfaction. If a woman feels content in her work, she is much more likely to approach her tasks with enthusiasm and drive. Happy workers do a fantastic job because of it. According to these findings, a happy medium between work and personal life is essential for great performance on the job.

Managerial Implications

The contentment of a company's workers is a good indicator of its success. A 2019 World Economic Forum study that analyzed data from 73 nations and 49 different industries found that companies with happy employees had thriving businesses. Employee happiness, health, and work-life balance are critical to the company's bottom line and productivity.

The results of this study show that WLB significantly affects both job satisfaction and employee performance. Businesses should use this information to their advantage by creating more effective programmes to help their workers achieve higher levels of WLB, which will have a positive effect on their health and productivity. Be cautious when implementing this method, though. Therefore, businesses will be squandering their resources if their workers don't take initiative to enhance their health by making the most of the resources their employers offer. Practitioners aiming to enhance employee well-being and organizational success must pay close attention to these findings.

Workers are more likely to pitch in and help the business succeed when they're not worried about their own well-being. When a business promotes a good work-life balance, it attracts and retains employees who are happy in both their careers and personal lives. Fostering this type of work-life balance benefits both the company and its employees. The research shows that in order for workers to be successful in both their professional and personal lives, the organisation should institute programmes and policies that help them strike a good work-life balance.

Job satisfaction is identified as a mediating variable between work-life balance and employee performance in the study. Managers should pay close attention to whether or not their female employees are happy and fulfilled in their current roles, as suggested by the research. When WLB is in good health, it goes via JS and boosts performance. Maintaining up-to-date data on job satisfaction is crucial for understanding the elements that boost satisfaction.

Limitation and future studies

When analysing the study's findings, it is important to consider the limitations. To start, it zeroed in on a very narrow demographic: women who work in the healthcare industry in the Indian state of Karnataka. Additionally, WLB and JS are the sole performance predictors included in the analysis. Expanding the study's scope and including more independent variables that could impact employee performance are also possible goals of future research. Incorporating variables that have a favourable or negative effect on WLB or JB would allow the study to go further. The perspectives of various hospital kinds on WLB, satisfaction performance, and other related metrics can be compared in comparison research. Lastly, longitudinal analyses should be considered in prospective studies to find out if work-life balance policies lead to better performance and happiness on the job.

Conclusion

Women, their families, and society as a whole have reaped enormous benefits from the rise in the labour force participation of women. Based on the results summary, it is clear that WLB independent components significantly affect female employees' job satisfaction and performance. Job satisfaction was also highlighted as a key mediator between work-life balance and employee engagement in this paper. In order to boost morale and productivity, businesses should priorities work-life balance for their employees. To help businesses maximize the potential of their people resources, we conduct research with this goal in mind. This study will lay the groundwork for future research on women's work-life balancing strategies, shedding light on how they manage their professional and personal lives.

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