

Perceived Influence of Work Life Balance and Job Satisfaction on Organizational Commitment

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ABSTRACT

Research on organizational commitment has gain attention globally. There is however dearth of this research in Nigeria. The present study therefore investigated the influence of work life balance and job satisfaction on organizational commitment among Nurses in UCH Ibadan Metropolis.

Facilitation, integration, ecology and Segmentation theories provide the framework whilst a descriptive survey research design was adopted. Accidental sampling was used to select 265 Nurses comprising of 104 females and 161 males from the university college hospital of Ibadan, Oyo state Nigeria. A questionnaire comprising of, Work Life Balance Scale ($\alpha = 0.93$), Satisfaction Index ($\alpha = 0.78$), and the organizational commitment scale ($\alpha = 0.93$), was administered on respondents. Data were analyzed using descriptive statistics, Pearson product moment correlation, t-test and multiple regression analysis were conducted on three hypotheses in the study at $p < 0.05$ level.

Participants were Nurses in University College Hospital in Ibadan, randomly sampled from a population of Nurses in UCH Ibadan these comprised of 104 females and 161 males from the University College Hospital in Ibadan, Oyo State Nigeria their ages ranged from 18-65 with a mean of 45 (SD = 7.39). Validated scales were used for data collection. Pearson product moment correlation, t-test and regression analysis were conducted on three hypotheses in the study. Participants' ages ranges from 18-65 with a mean of 45 (SD = 7.39) The results shows that there was significant positive relationship between job satisfaction and organizational commitment ($r = .21$, $df = 248$, $p < .05$). Employees who are high on job satisfaction significantly reported high organizational commitment. Respondents' age, sex, education and job tenure jointly predicted organizational commitment ($R^2 = 0.06$, $F(4,245) = 3.59$, $p < .05$). Age, Sex, Education and Job tenure accounted for 6% of the change observed in the organizational commitment when combined. Socio-demographic variables has significant influence on the organizational commitment. Education ($\beta = .20$, $p < .05$) have significant independent influence on organizational commitment. Age ($\beta = .04$, $p > .05$), sex ($\beta = .09$, $p > .05$) and job tenure ($\beta = .06$, $p > .05$) were found to have no independent significant influence on the organizational commitment.

Result indicated that job satisfaction, work life balance, had significant influence on organizational commitment and demographic variables jointly accounted for 6% variance in Organizational commitment among Nurses..

In conclusion work life balance and job satisfaction had significant influence on organizational commitment. The authorities of Nigeria nurses should give due consideration to the presents finding in the management of organizational commitment constructs/issues raised in this study.

KEYWORDS: Work Life Balance, Job Satisfaction, Organizational Commitment, Nurses, Ibadan

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INTRODUCTION

Organizational commitment is an individual's psychological attachment to the organization. Highly committed nurses tend to stay in their current organizations as studies found that retention of employees was positively correlated with organizational commitment. Previous studies found that a lot

of variables were related to organizational commitment among nurses such as organizational characteristic, work condition, perceived organizational support, job satisfaction, and employees' characteristic such as age, educational level, and years of experience (Christopher C.A. Chan,2008)

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Organizational commitment was described by Yoon and Thye (2002) as a construct that affected employees' work behaviours using two approaches. One is the emotional/affective approach, which focused on overall job satisfaction. The other is the cognitive approach, centered on the perceptions of support received from supervisors (organizational support). The focus of perceived organizational support and job satisfaction were also considered to be predictors of nurses' commitment to their organizations (Arnold and Davey 1999; Eisenberger et al 1990; Kuokkanen et al 2003; Nystedt et al 1999).

Allen (1997) defined organizational commitment as a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. According to Meyer and Allen's (1997) three-component model of commitment, there are three "mind sets" which each characterizes an employee's commitment to the organization: affective, continuance and normative commitment. Affective commitment refers to employees' perception of the emotional attachment or identification with the organization. Continuance commitment refers to employees' perception of the cost of leaving the organization to another place. Normative commitment is the employees' perception of their normal obligation to the organization. Mowday et al. (1982) saw organizational commitment as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Mowday et al. (1979) suggested that employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave the organization. Demographic factors such as age, gender, marital status, education level and work experience have been found to be significantly related to organizational commitment (DoddMcCue and Wright, 1996; Mannheim et al., 1997; Morrow, 1993; Wiedmer, 2006). Santos and NotLand (2006) found significant relationship between job tenure and organizational commitment. However, Wiedmer (2006) found that education level and age were not significant predictors of job satisfaction and organizational involvement.

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker is employed in a business organization, he brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985)

However, perceived organizational support (POS) was frequently found to be factors predicting organizational commitment in studies conducted in various settings. Organizational support is an assistance provided by the organization to the employees to carry out their job effectively and to deal with stressful situations. Perceived organizational support (POS) is when the employee forms a global belief about the extent to which an organization values their contributions and care of their well-being. Nurses who perceived that their organizations support their

contributions and well-being by assisting them to do their job effectively and to deal with their stressful situations will be committed to their organizations and will have a sense of loyalty than those who do not perceive it so (Siew PL, a Chitpakdee B, b Chontawan R, Dec 2011).

The shortage of nurses worldwide has been well documented and extended to the long-term care industry (Fletcher, 2001; Mark, 2002; Mitchell, 2003). As a growing segment of the population ages and strains the capacity of these institutions, most are having difficulties in finding and retaining qualified nursing staff (Gohen & Van Nostrand, 1995; Kassner & Bertel, 1998). Employees' job satisfaction and their commitment have always been important issues for health care administrators. After all, high levels of absenteeism and staff turnover can affect the administrators' bottom lines, as temps, recruitment, and retaining take their toll (McNeese-Smith, 1996). Satisfied employees tend to be more productive, creative, and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction in health care organizations (Al-Aameri, 2000). The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job (Lu, While, & Barriball, 2005). However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide (Spector, 1997).

Workers who were more satisfied with their occupations were also more devoted and committed to their paying organizations. A lot of socio demographic features and organizational causes have been associated to organizational commitment (Simmons, 2005). A study has revealed that the organizational commitment was found to be positively associated with job satisfaction of hospital nurses (Lu et al, 2007; Maria et al, 2010). Hence job satisfaction and organizational commitment are considered as work related behaviors, and job satisfaction is a significant determining factor of organizational commitment (Tsai & Huang 2008). Education had higher status positions and take part in decision making in the organization (Simmons, 2005). Workers with more experience are more commitment and less experience workers expressed lesser degree of commitment with organization. Gender had an inverse association with organizational commitment (Abdullah & Ramay 2012).

Spector (1997) emphasized that Job Satisfaction is the degree with which people like their jobs where some people enjoy work and find it to be a central part of life and others hate to work and do so only because they must. In other terms, Job satisfaction simply means that how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As it is generally assessed, job satisfaction is an attitudinal variable. In the past, job satisfaction was approached by some researchers from the perspective of need fulfilment means whether the job met the employee's physical and psychological needs or not (e.g, Porter, 1962: Wolf, 1970). However, this approach has been de-emphasized because today most of the researchers tend to focus attention on cognitive processes rather on underlying needs.

The attitudinal perspective has become the predominant one in the study of Job Satisfaction (Spector, 1997). The term of Job satisfaction is referred by different researcher in a different way. Borah (2012) referred it to a pleasurable or positive emotional feeling of an employee whereas Gupta and Sethi referred that –Job satisfaction may be termed as a reaction of an individual towards job|| (Gupta A., and Sethi J.A., 2012, p.58). According to Green, –Even though the definitions vary, a commonality among them seems to be that job satisfaction is a job-related emotional reaction|| (p. 6). A job-related emotional reaction can be a sign of an employee’s emotional wellness, can be affected by other employee’s behavioral influences, and can be an indicator of overall organizational operations; therefore, it is important to clarify the various levels of job satisfaction and the factors that it comprises (Green; Spector, 1997).

Employers have also attempted to focus on employees’ job satisfaction considering that it has a relationship between the survival of an organization and the continual intellectual drain resulting from employee departure (Garber, 2003; Middlebrook, 1999; Murphy, 2003). Select skills that employees bring to their positions within the organization, as well as the knowledge employees acquire over time, are all lost when employees quit. In fact, sometimes key employees and company leaders leave a revolving door of knowledge and skills (Reed, 2001). Harkins (1998a) estimated that turnover can cost as much as three to five times the annual salary of the employees involved, and he stressed the importance for leaders of addressing this cost for companies. Employee withdrawal leads business leaders to examine ways to cut costs in tighter labor markets because turnover is a significant profit killer in organizations (Hacker, 2003; Joinson, 2000). As mentioned, some job satisfaction factors that may lead to turnover have been identified.

A brief review of these positive and negative job satisfaction factors are important for many organizations to understand the problems and costs incurred by employee departure. However, Borah further quoted that employee’s positive attitude towards their job is very much essential to increase productivity of an organization whereas balancing the demands of work and family life are associated with employees’ physical and mental health as well as occupational variables such as job satisfaction, performance, absenteeism, and turnover intentions (Aquinas, 2007). Human nature is very complex and required to be managed well by understanding their personal and as well as work environment issues. Most of the studies reflect work-life balance measure on individual appraisals regarding the level of satisfaction or success with the balance between work and family life (Voydanoff, 2005). However, Konrad and Mangel (2000) emphasized that job satisfaction can be increased by implementing work-life balance policies by reducing conflict between work and family. In other term, satisfaction creates confidence, loyalty and ultimately improves the quality output from the employees (Tietjen and Myers, 1998). There is a need to have work environment in such a way that employees can reach their full potential and enjoy their Job Satisfaction.

Different authors depending on their backgrounds have defined and measured organizational commitment differently. According to Luthans organizational

commitment can be defined as an employee’s level of identification and involvement in the organization. For Meyer and Allens organizational commitment is a psychological state that characterizes the employee’s relationship with the organization with its implications for the decision to continue membership in the organization. Mowday et al. defined organizational commitment as a strong belief in an organization’s goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Demographic factors such as age, gender, marital status, education level and work experience have found to be significantly related to organizational commitment. However, Salami found that age and job tenure are significant predictors of organizational commitment.

Luthans defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. It is a result of employee’s perception of how well their job provides those things that are viewed as important. Evan defined job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be being met. Mowday et al defined job satisfaction as the relative strength of an individual’s identification with and involvement in a particular organization. It is evident that there are numerous definitions of the construct “organizational commitment”. For the purposes of this study, it is the definition of Mowday et al that will be used.

Organizational commitment has been associated with a number of positive outcomes. Employees who are committed to their employing organizations are less likely to quit than those who are not (Mathieu & Zajac, 1990). Greater organizational commitment has also been linked to lower rates of absenteeism and better job performance (Geurtz, Schaufeli, & Rutte, 1999; McNeese-Smith, 1995; Somers, 1995). Because of its relationship to these important outcomes, organizational commitment is one of the more thoroughly investigated topics in the organizational literature. Few studies, however, have examined organizational commitment among staff in long term care (Grau, Chandler, Burton, & Kolditz, 1991; Kiyak, Namazi, & Kahana, 1997). Many variables have been linked to organizational commitment, including job satisfaction, work environment characteristics, and employee characteristics (Lok & Crawford, 2001; Mowday, Porter, & Steers, 1982). A strong positive relationship between job satisfaction and organizational commitment has been reported in numerous studies (Lok & Crawford, 2001; Mathieu & Zajac, 1990; McNeese-Smith, 2001; Price & Mueller, 1981; Williams & Hazer, 1986).

There is a controversy, however, concerning the causal nature of this relationship. Although some researchers suggest that job satisfaction causes organizational commitment (Mathieu & Zajac; Steers, 1977; Williams & Hazer), others indicate that organizational commitment causes job satisfaction (Bateman & Strasser, 1984; Vandenberg & Lance, 1992). Still others argue that the relationship between job satisfaction and organizational might be reciprocal (Price & Mueller). Overall, there is more research evidence suggesting that job satisfaction is a cause of organizational commitment rather than the opposite (Mathieu & Zajac; Williams & Hazer). Therefore, in this study

it is assumed that greater job satisfaction leads to higher organizational commitment.

Furthermore, various personal characteristics have been frequently investigated as antecedents of organizational commitment. These characteristics include age, gender, education, marital status, religiosity, and organizational tenure. Older employees and employees with longer organizational tenure (i.e., the length of employment with the organization) tend to be more committed than younger individuals or those with a shorter organizational tenure (Grau et al., 1991; Kacmar, Carlson, & Brymer, 1999; Kiyak et al., 1997; Lok & Crawford, 2001; Mathieu & Zajac, 1990; Price & Mueller, 1981). This is because older workers or those with longer organizational tenure accumulated more “side bets,” such as pension plans and other benefits (Meyer & Allen, 1984). It is unclear to what extent the side-bets theory is applicable to workers in long-term care, because these workers receive few benefits and have limited opportunities for advancement (GAO, 2001). Earlier research also reported that women were more committed than men (Mathieu & Zajac). More recent studies, however, found no relationship between gender and organizational commitment (Kacmar et al.; Van der Velde, Bossink, & Jansen, 2003).

In addition, more educated employees show lower levels of commitment, most likely because they have higher expectations or greater alternative job opportunities (Grau et al., 1991; Mathieu & Zajac, 1990). Married individuals report higher levels of commitment than unmarried individuals, because of their greater financial burdens and family responsibilities (Kacmar et al., 1999; Mathieu & Zajac). Religion has also been linked to organizational commitment. Kidron (1978) found that the Protestant work ethic, measured by commitment to the values of hard work, was positively correlated with organizational commitment. Although it has been recognized that religious value orientation could motivate people to “expose themselves to the physical and social needs of others” (Idler, 1999), to my knowledge no study to date has examined the effects of religiosity on work-related attitudes among formal caregivers. Therefore, in the present study, religiosity is examined as an antecedent of organizational commitment.

Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. It is a most frequently studied variable in organizational behaviour research, and also a central variable in both research and theory of organizational phenomena ranging from job design to supervision (Spector, 1997). The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job. However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. The work of Maslow (1954) is seminal and suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

However, this approach has become less popular with increasing emphasis on cognitive processes rather than on underlying needs so that the attitudinal perspective has

become predominant in the study of job satisfaction (Spector, 1997). In contrast to the traditional view, Herzberg and Mausner (1959) formulated the two-factor theory of job satisfaction and postulated that satisfaction and dissatisfaction were two separate and sometimes even unrelated phenomena. Intrinsic factors which they named ‘motivators’ (i.e. factors intrinsic to the nature and experience of doing work) were found to be job ‘satisfiers’ and included: achievement, recognition, work itself and responsibility. Extrinsic factors which they named ‘hygiene’ factors were found to be job ‘dissatisfiers’ and included: company policy, administration, supervision, salary, interpersonal relations and working conditions. Herzberg and Mausner's Motivation-Hygiene theory has dominated the study of the nature of job satisfaction, and formed a basis for the development of job satisfaction assessment. Thus job satisfaction is the affective orientation that an employee has towards his or her work (Price, 2001). It can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

The global approach is used when the overall attitude is of interest while the facet approach is used to explore which parts of the job produce satisfaction or dissatisfaction. Based on the review of the most popular job satisfaction instruments, Spector (1997) summarized the following facets of job satisfaction: appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organization itself, an organization's policies and procedures, pay, personal growth, promotion opportunities, recognition, security and supervision.

Statement of the Problem

Nurses are the most essential resource of hospital that carry out the hospital activities such as care of patients through utilizing the human and non-human resources of hospital and achievement of hospital goals depend on nurses commitment and satisfaction. Companies that have implemented the work life balances programs recognize that employee welfare affects the bottom line of the business. In today's competitive world, organizations are spending lot of time and money on employee satisfaction in an effort to improve productivity, and also to help the organization needs. The existing literature demonstrates number of studies that have addressed the importance of work life balance, job satisfaction and organizational commitment for the organization as well as for the individuals. The purpose of this study was to examine the influence of work life balance and job satisfaction on organizational commitment among University College Hospital's Nurses, and also tests the relationship among these variables.

Organizational commitment and job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. This is because committed and satisfied employees are normally high performers that contribute towards organizational productivity. There are not much research efforts taken to explore attitudinal and behavioral aspects Among Nigeria Nurses. This study initiates an attempt to address this issue. This study is intended to examine the influence of work life balance and job satisfaction on organizational commitment among Nurses in University College Hospital (UCH) Ibadan, Oyo State Nigeria

Purpose of the Study

Employees' commitment is important for health care institutions, not only for the quality of care, but also for patients' satisfaction. The main purpose of the study was to determine the influence of work life balance and job satisfaction on organizational commitment.

The following are the specific objectives:

1. To find the influence of work life balance on job satisfaction.
2. To find the influence of work life balance on organizational commitment.

REVIEW OF RELEVANT LITERATURE

Organizational commitment and job satisfaction are job related attitudes that have received considerable attention from researchers around the globe. This is because committed and satisfied employees are normally high performers that contribute towards organizational productivity. There are not much research efforts taken to explore attitudinal and behavioral aspects Among Nigeria Nurses. This study initiates an attempt to address this issue. This study is intended to examine the influence of work life balance and job satisfaction on organizational commitment among Nurses in University College Hospital (UCH) Ibadan, Oyo State Nigeria.

A lot of socio demographic features and organizational causes have been associated to organizational commitment (Simmons, 2005). A study has revealed that the organizational commitment was found to be positively associated with job satisfaction of hospital nurses (Lu et al, 2007; Maria et al, 2010). Hence job satisfaction and organizational commitment are considered as work related behaviors, and job satisfaction is a significant determining factor of organizational commitment (Tsai & Huang 2008). Education had higher status positions and take part indecision making in the organization (Simmons, 2005). Workers with more experience are more commitment and less experience workers expressed lesser degree of commitment with organization. Gender had an inverse association with organizational commitment (Abdullah & Ramay 2012).

Explicitly, According to Meyer and Allen's (1997), the three-component model of commitment, that are three "mind sets" which each characterizes an employee's commitment to the organization are : affective, continuance and normative commitment.

Affective Commitment "Affective commitment is the employee's emotional attachment to the organization (Meyer & Allen, 1991)." As a result, worker mostly identifies with the objectives (Simmons, 2005) of the organization and wishes to remain a member of it. Here the worker commits to the organization because workers want to do (Meyer & Allen, 1991; Adekola, 2012). Workers who are committed to their organization will have a strong wish to remain part of a particular organization. Workers have strong affective commitment are more likely to remain content in the organization because they want to be so. They want to keep on working for the organization when they settle with the organizational objectives. To improve workers' sense of attachment to the organization, organization could empower their workers by concentrating upon the four factors of

psychological authorization: meaning, competence, self determination, and impact. (Khan et al, 2013).

Continuance Commitment "Continuance commitment develops out of the perceived cost (benefit against loss), and requires that the employee should be aware of these benefits and loses (Meyer & Allen, 1991)". Continuance commitment is a readiness of a worker to be a part of an organization. Because of individual investment in the form of nontransferable investments such as close working associations with colleagues, funds after retirement, career savings and learned job expertise. They are unique to a specific organization, years of working in a specific organization, taking part in the community in which the owner is positioned, and other aids that make it too expensive for one to quit and look for service somewhere else (Meyer & Allen, 1991; Adekola, 2012). It is recognized that the continuing commitment is linked with the factors of age, tenure of office, promotion chances; satisfaction earned from the payment extracted, and wish to leave the organization, business cycle, and marital status. (Altinoz et al, 2012).

Normative Commitment "Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization." Normative commitment may also progress, when an organization offers the worker with "payment in advance" (e.g., paying college expenses), or incurs important cost in giving employment (i.e., costs connected to job training) (Meyer & Allen, 1991). Normative commitment can be termed as an ethical responsibility beyond an emotional commitment in a positive sense. According to that, it is concluded that job satisfaction is effective on all directions of commitment, but it is even more significant for normative commitment (Altinoz et al, 2012).

Employers have also attempted to focus on employees' job satisfaction considering that it has a relationship between the survival of an organization and the continual intellectual drain resulting from employee departure (Garber, 2003; Middlebrook, 1999; Murphy, 2003). Select skills that employees bring to their positions within the organization, as well as the knowledge employees acquire over time, are all lost when employees quit. In fact, sometimes key employees and company leaders leave a revolving door of knowledge and skills (Reed, 2001). Harkins (1998a) estimated that turnover can cost as much as three to five times the annual salary of the employees involved, and he stressed the importance for leaders of addressing this cost for companies. Employee withdrawal leads business leaders to examine ways to cut costs in tighter labor markets because turnover is a significant profit killer in organizations (Hacker, 2003; Joinson, 2000). As mentioned, some job satisfaction factors that may lead to turnover have been identified.

A brief review of these positive and negative job satisfaction factors are important for many organizations to understand the problems and costs incurred by employee departure. However, Borah further quoted that employee's positive attitude towards their job is very much essential to increase productivity of an organization whereas balancing the demands of work and family life are associated with

employees' physical and mental health as well as occupational variables such as job satisfaction, performance, absenteeism, and turnover intentions (Aquinas, 2007). Human nature is very complex and required to be managed well by understanding their personal and as well as work environment issues. Most of the studies reflect work-life balance measure on individual appraisals regarding the level of satisfaction or success with the balance between work and family life (Voydanoff, 2005). However, Konrad and Mangel (2000) emphasized that job satisfaction can be increased by implementing work-life balance policies by reducing conflict between work and family. In other term, satisfaction creates confidence, loyalty and ultimately improves the quality output from the employees (Tietjen and Myers, 1998). There is a need to have work environment in such a way that employees can reach their full potential and enjoy their Job Satisfaction.

Different authors depending on their backgrounds have defined and measured organizational commitment differently. According to Luthans organizational commitment can be defined as an employee's level of identification and involvement in the organization. For Meyer and Allens organizational commitment is a psychological state that characterizes the employee's relationship with the organization with its implications for the decision to continue membership in the organization. Mowday et al. defined organizational commitment as a strong belief in an organization's goals, and values, a willingness to exert considerable effort on behalf of an organization and a strong desire to remain a member of the organization. Demographic factors such as age, gender, marital status, education level and work experience have found to be significantly related to organizational commitment. However, Salami found that age and job tenure are significant predictors of organizational commitment.

Organizational commitment has been associated with a number of positive outcomes. Employees who are committed to their employing organizations are less likely to quit than those who are not (Mathieu & Zajac, 1990). Greater organizational commitment has also been linked to lower rates of absenteeism and better job performance (Geurtz, Schaufeli, & Rutte, 1999; McNeese-Smith, 1995; Somers, 1995). Because of its relationship to these important outcomes, organizational commitment is one of the more thoroughly investigated topics in the organizational literature. Few studies, however, have examined organizational commitment among staff in long term care (Grau, Chandler, Burton, & Kolditz, 1991; Kiyak, Namazi, & Kahana, 1997). Many variables have been linked to organizational commitment, including job satisfaction, work environment characteristics, and employee characteristics (Lok & Crawford, 2001; Mowday, Porter, & Steers, 1982). A strong positive relationship between job satisfaction and organizational commitment has been reported in numerous studies (Lok & Crawford, 2001; Mathieu & Zajac, 1990; McNeese-Smith, 2001; Price & Mueller, 1981; Williams & Hazer, 1986).

There is a controversy, however, concerning the causal nature of this relationship. Although some researchers suggest that job satisfaction causes organizational commitment (Mathieu & Zajac; Steers, 1977; Williams & Hazer), others indicate that organizational commitment

causes job satisfaction (Bateman & Strasser, 1984; Vandenberg & Lance, 1992). Still others argue that the relationship between job satisfaction and organizational might be reciprocal (Price & Mueller). Overall, there is more research evidence suggesting that job satisfaction is a cause of organizational commitment rather than the opposite (Mathieu & Zajac; Williams & Hazer). Therefore, in this study it is assumed that greater job satisfaction leads to higher organizational commitment.

Furthermore, various personal characteristics have been frequently investigated as antecedents of organizational commitment. These characteristics include age, gender, education, marital status, religiosity, and organizational tenure. Older employees and employees with longer organizational tenure (i.e., the length of employment with the organization) tend to be more committed than younger individuals or those with a shorter organizational tenure (Grau et al., 1991; Kacmar, Carlson, & Brymer, 1999; Kiyak et al., 1997; Lok & Crawford, 2001; Mathieu & Zajac, 1990; Price & Mueller, 1981). This is because older workers or those with longer organizational tenure accumulated more "side bets," such as pension plans and other benefits (Meyer & Allen, 1984). It is unclear to what extent the side-bets theory is applicable to workers in long-term care, because these workers receive few benefits and have limited opportunities for advancement (GAO, 2001). Earlier research also reported that women were more committed than men (Mathieu & Zajac). More recent studies, however, found no relationship between gender and organizational commitment (Kacmar et al.; Van der Velde, Bossink, & Jansen, 2003).

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Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. It is a most frequently studied variable in organizational behaviour research, and also a central variable in both research and theory of organizational phenomena ranging from job design to supervision (Spector, 1997). The traditional model of job satisfaction focuses on all the feelings that an individual has about his/her job. However, what makes a job satisfying or dissatisfying does not depend only on the nature of the job, but also on the expectations that individuals have of what their job should provide. The work of Maslow (1954) is seminal and suggested that human needs form a five-level hierarchy ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. Based

on Maslow's theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

Research Hypotheses

- H1 : Job satisfaction will significantly predict organizational commitment among Nurses in University College Hospital, Ibadan.
- H2 : There is a positive relationship between work life balance and organizational commitment among Nurses in University College Hospital, Ibadan.
- H3 : Demographic factors (age, gender, education level, and job tenure) will significantly predict organizational commitment among Nurses in University College Hospital, Ibadan

METHODOLOGY

Research Design

This study adopted an ex-post facto survey research design where questionnaire was utilized to gather data from the respondents on the studied variables.

Participants

The participants consisted of 265 nurses comprising of 104 females and 161 males that were randomly selected from 5 departments in University College Hospital in Ibadan, Oyo State, Nigeria. Average age of respondents was 37 years, 3 months, ranging from 23 years and 57 years old. Educational qualification revealed that more of the respondents 154 (58.1%) were registered nurses, 35 (13.2%) were University degree holders, while the other 76 (28.7%) had other postgraduate qualification. As regards marital status, most of the Nurses 201 (75.8%) indicated to be married, 54 (20.4%) were single, while the other 10 (3.8%) were either divorced or separated.

Sampling Technique

The study adopted multistage sampling technique. The first stage was achieved by selecting the hospitals to be visited, using systematic sampling technique. This led to the selection of five hospitals. Haven selected the hospitals, Nurses were purposively located and talked into participating in the study

Measures

Three (3) instruments will be used to elicit the requisite information / data related to work life balance, job satisfaction and organizational commitment. The various tools that would be used are described below.

Biographical Information Sheet

The biographical data information sheet will be used to collect information on the participants' age, marital status, religion, ethnicity, sex, and educational qualification.

Biographical Information Sheet 3.4.2. Work Life Balance Scale (Hayman, 2005)

Hayman (2005) adapted work life balance scale originally developed by Fisher (2001). The more inclusive wording of personal life compared to family provides the opportunity to measure the interface between work and non work regardless of employee marital or family status. This broader approach is useful for organizations to assess the non work domain of employees, as family may not be relevant to all employees.

Moreover this scale also measures positive spill over or enhancement (Hayman, 2005). The scale consisted of 15 items, designed to assess three dimensions of work life balance, i.e., work interference with personal life (WIPL-7 items), personal life interference with work (PLIW-4 items), and work/personal life enhancement (WPLE-4 items). The first dimension, work interference with personal life (WIPL) included the items e.g. "Personal life suffers because of work" and "Put personal life on hold for work". The content of these items reflect the extent to which work interferes with personal life. The second dimension is work interference with personal life (WIPL).

The items included in this component indicate the opposite direction of work personal life interference. Examples of the items include "Personal life drains me of energy for work" and "Hard to work because of personal matters". They depict the extent to which ones' personal life interferes with work. The item of the third dimension work/personal life enhancement (WPLE) involved positive effects of one's work on personal life or vice versa, the extent to which ones' personal life enhances work. Examples of the items included were, "Personal life gives me energy for my job" and "Better mood because of my job". The respondents were asked to indicate the frequency with which they felt in a particular way during the past three months, using a seven point time related scale (e.g. 1=Not at all, 4=Sometimes and 7=All the time).

Results of higher order factor analysis provided empirical evidence that the three dimensions were indicators of a single latent construct (Fisher-McAuley, et al., 2003). Reliability for the scale, estimated using Cronbach alpha coefficient was .93 for WIPL, .85 for PLIW and .69 for WPLE.

Job Satisfaction Index (Weiss, Dawis, England, & Lofquist, 1967).

Job satisfaction was measured using the short form of the Minnesota Satisfaction Questionnaire (Weiss, Dawis, England, & Lofquist, 1967). The short version of the Minnesota Satisfaction Questionnaire consists of 20 items. This scale had an average Hoyt reliability coefficient from .78 to .93 (Weiss et al., 1967). Respondents were asked how satisfied they were with different aspects of their job such as, "Being able to keep busy all the time" and "The chance to work alone on the job" using a 5-point Likert scale ranging from (1) very dissatisfied to (5) very satisfied. See Appendix D.

Job Satisfaction Index (Weiss, Dawis, England, & Lofquist, 1967).

Job satisfaction was measured using the short form of the Minnesota Job satisfaction was measured using the short form of the Minnesota **Organizational commitment. (Meyer and Allen's (1990)**

Meyer and Allen's (1990) eight-item scale was used to measure affective commitment. It had a coefficient alpha of .83 (Smith & Gardner, 2007). Respondents were asked to indicate their level of agreement on a scale of (1) strongly disagree to (5) strongly agree. A sample item from the affective commitment was, "I would be very happy to spend the rest of my career with this organization." See Appendix E.

Procedure

Two self-administered questionnaires will be personally distributed randomly to the respondents with a covering letter, detailing the nature of the study and assurances of confidentiality. Detailed instructions will be provided to respondents on how questionnaires were to be completed and returned.

Data Analysis

Product moment correlation and hierarchical multiple regression analyses will be used to analyse the data collected. The criterion variable or dependent variable was organizational commitment while the predictor variables were work life balance, demographic factors (age, gender, job tenure, marital status, and education level), and job satisfaction.

RESULTS

This chapter deals with data analysis and interpretation of result of the findings. Specifically, the study provided answers to the research hypotheses. The statistical tests used include Pearson product moment correlation and multiple regression analysis for testing composite relationship of the independent variables.

Hypothesis one states that there will be significant positive relationship between job satisfaction and organizational commitment. The hypothesis was tested using Pearson r correlational analysis. The result is presented in table 4.1.

Table 4.1: Pearson Product Moment correlation showing the relationship between job satisfaction and organizational commitment

Variables	Mean	S.D	df	R	P
Job satisfaction	20.02	3.24	248	.21**	<.05
organizational commitment	43.43	14.90	248		

The results obtained from the test are shown in table 4.1. The table shows that there was significant positive relationship between job satisfaction and organizational commitment (r= .21, df = 248, p<.05). The result implies that the higher the job satisfaction, the higher the organizational commitment. The hypothesis is thus accepted.

Hypothesis two states that there will be significant positive relationship between work life balance and organizational commitment. The hypothesis was tested using Pearson r correlational analysis. The result is presented in table 4.2.

Table 4.2: Pearson Product Moment correlation showing the relationship between work life balance and organizational commitment

Variables	Mean	S.D	df	R	P
Work life balance	61.91	10.82	248	-.43**	<.05
Organizational commitment	43.43	14.90	248		

The results obtained from the test are shown in table 4.2. The table shows that there was significant inverse relationship between work life balance and organizational commitment (r= -.43, df = 248, p<.05). The result indicates that the higher the work life balance, the lower the organizational commitment among Nurses in University College Hospital. The hypothesis is thus rejected.

Hypothesis three states that age, sex, education and job tenure will jointly and independently predict organizational commitment. This was tested using multiple regression analysis. The results are presented in Table 4.3.

Table 4.3: Summary of Multiple Regression Analysis Showing the Influence of Respondents' age, sex, job satisfaction and work life balance on organizational commitment.

Predictors	B	T	P	R	R ²	F	P
Age	.04	.54	>.05	0.24	0.06	3.59	<.05
Sex	.09	1.45	>.05				
Education	.20	2.99	<.05				
Job tenure	.06	.88	>.05				

The result revealed that respondents' age, sex, education and job tenure jointly predicted organizational commitment (R² = 0.06, F (4,245) = 3.59, p < .05). When combined the respondents' age, sex, education and job tenure accounted for 6% of the change observed in the organizational commitment among Nurses in University College Hospital. This revealed that the collective presence of socio-demographic variables has significant influence on the organizational commitment. The result also revealed that education (β = .20, p<.05) have significant independent influence on organizational commitment. While age (β = .04, p>.05), sex (β = .09, p>.05) and job tenure (β = .06, p>.05) were found to have no independent significant influence on the organizational commitment. The hypothesis was partially supported.

DISCUSSION, CONCLUSION AND RECOMMENDATION

Discussion
The aim of this study was to examine the influence of work-life balance and job satisfaction on organizational commitment. The findings of this study align with past research that demonstrates perceived work-life balance has an influence on employee commitment (e.g., Eby et al., 2005). The current study demonstrates that work-life balance is related to job satisfaction, and organizational commitment, although satisfaction from junior and senior are not perceived equally.

First, previous research suggests a positive relationship between work life balance and employee job commitment (e.g. Beehr, 1986, Chiaburu & Harrison, 2008; Pollock et al., 2000; Thompson & Prottas, 2006). Somewhat surprisingly, findings from the current study suggest a stronger relation between nurses work life balance and organizational commitment, although nurses satisfaction is also related to their job commitment. This confirms past research that health workers work-life balance significantly predicts organizational commitment (e.g., Baral & Bhargava, 2010; Parasuraman & Alutto, 1984; & Straub, 2012).

Both work life balance and job satisfaction were related to organizational commitment as well. This, too, is consistent with prior research suggesting that when an employees' life (family) and work were balance, that employee may be more satisfied with his or her job and develop emotional attachments to the organization (Rousseau & Aubé, 2010)

Perhaps organizational commitment stem from other factors such as an employee age, gender, or organizational culture. Female employee may engage in organizational commitment

in order to impress his or her supervisor. It might also be the case that employees who have worked at their organizations for a long period of time may feel more devoted to the organization and want to see it succeed. When combined the respondents' age, sex, education and job tenure accounted for 6% of the change observed in the organizational commitment among Nurses in University College Hospital. This revealed that the collective presence of socio-demographic variables has significant influence on the organizational commitment. In sum, findings suggest age, gender and job tenure have a stronger influence on these organizational outcomes than gender

Practical Implications

Overall, survey results indicated that work life balance and job satisfaction does indeed have a significant impact on organizational commitment,

In fact, across all the demographic variables, age appears to be more influential on employee evaluations of work-life balance, job satisfaction, and the display of organizational commitments. Perhaps if organizations want to increase work-life balance among their employees, they may want to direct their initial attention to age.

To encourage satisfied employees that are committed to their jobs and go above and beyond their assigned duties at work, organizations should be supportive of their employees' work life balance. More specifically, *it is important that employees perceive their organizations as being supportive*. The results of this study indicate that work-life balance from one's organization had the strongest relationship to job satisfaction. As job satisfaction is linked to organizational commitment and social exchange theory (Judge et al., 1994; Laio, 2011), it is vital that organizations are aware of employee work-life balance. If an organization engages in a positive social exchange with their employee (i.e., verbally showing support for an employee's work-life balance), that employee may in turn work extra hours or do what they can to show their organization they appreciate the support. If needed, training could be given to employees on how to handle situations involving work-life balance (Baral & Bhargava, 2010).

Organization could make it a habit to periodically ask their employees if they are satisfied with their current levels of work-life balance. If it is discovered that an employee is unhappy with his or her work-life balance, the organization and employee could schedule a meeting to discuss ways to increase satisfaction, for example.

Perhaps even before providing training to employees regarding sensitivity to work-life balance issues, organizations should make sure they have programs or practices set in place that allow for employees to attend to their personal lives when needed. For example, it may be beneficial for an organization to consider flexible scheduling. Flexible scheduling may help an employee alleviate some of the stressors that cause work-life conflict, such as time allocation. Furthermore, it is important that employees know they will not be punished for utilizing such policies or programs (Batt & Valcour, 2003).

Limitations and Future Directions

While the current study contributes to our understanding of work-life balance and organizational commitment there are limitations to the study that should be taken into account. The first consideration is the methodology. The current study utilizes a cross-sectional design. Future research should conduct this same study using a longitudinal design. Relatedly, some researchers argue that individual level data is insufficient, and more research should be conducted at the organizational level. Straub (2012) suggests that if individual level factors (e.g., gender roles, one's life course stage, or family life stage) are positively associated with supportive organizational behaviors, it can provide human resource managers with important information regarding supportive behaviors.

For example, it may be beneficial to conduct this research again examining what type of Organizational commitment (i.e., normative, continuance) has a bigger impact on employee outcomes.

This information would allow insight into how organization should show their employees they are supportive of their work-life balance.

Regarding the sample utilized here, about half of survey participants were new staffs. This study should be replicated with a more experienced employee population to explore whether age and/or experience make a difference. Comparisons could be made between companies with higher support and those with lower support to indicate how much of a difference perceived support has on various outcomes. Additionally, it may be beneficial to explore support across types of jobs (e.g., banking, construction).

Conclusion

In sum, findings of this study indicate work-life balance and job satisfaction are positively related to various employee outcomes. Job satisfaction was found to predict employee commitment. As this study revealed, when organization are supportive of employee work-life balance, it has *positive* implications for both the organizations and its employees. Job satisfaction is related to positive perceptions of work-life balance and organizational commitment, This study contributes to the literature by further emphasizing the importance of Organizational commitment. Specifically, it emphasizes the importance of *affective component*. It would be beneficial for organization to evaluate current policies and procedures related to work-life balance and organizational commitment and make adjustments accordingly so that employees feel supported and react favorably towards their organizations.

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