

Work Life Balance and Employees' Career Success: An Effect of Family Domain in Hospital in Kathmandu Valley

Sushma Manadhar

Abstract: *The paper provides empirical evidence on the relationship between the work life balance and employees' career success in hospitals of Kathmandu valley. The structured questionnaire survey of 100 doctors and nurses was conducted from the two hospitals Tribhuvan University Teaching Hospital and B & B Hospital. The impacts of family domain variables on work life balance and employees' career were studied in different dimensions. The descriptive research design, reliability analysis (Cronbach's alpha), correlation and regression analysis were used as methods to observe and test the proposed hypotheses. The significant positive relation was found between work life balance and employees' career success. The same result was found between work life balance and employees' career success with working spouse. But the study showed the negative effects of parental demand on work life balance and employees' career success.*

I. INTRODUCTION

Work life balance is defined as satisfaction and good functioning at work and at home with a minimum of role conflict' (Clark, 2000). Work life balance is more an individual issue, which effects the organization and not an organizational issue that affects the individual. As individuals bring set of skills, abilities, talents and expectations to their employment situation, career succession become the outstanding outcome of a process in which individuals compare their level of performance and contributions with their perceived career outcomes.

The conflicts have negative impact in effective work life balance, resulting into employee's lower performance, job stress and dissatisfaction and negative impact on work life, ultimate career and consequently family life. According to Schein (1978), "concerns about work and careers are related to personal issues of self-development,

the stage of one's life and one's basic motives and talents, one's family, and the setting in which one works." In particular, lack of work-family balance has a negative effect on aspects of career success (Netemeyer et al., 1996; Carlson and Perrew, 1999).

Recently work-family conflict researchers have included career satisfaction as a major study variable (Martins et al., 2002; Powell and Mainiero, 1992) for effectual work life balance. When employee perceives himself to be a successful in his field, he manages to excel in both job and family roles.

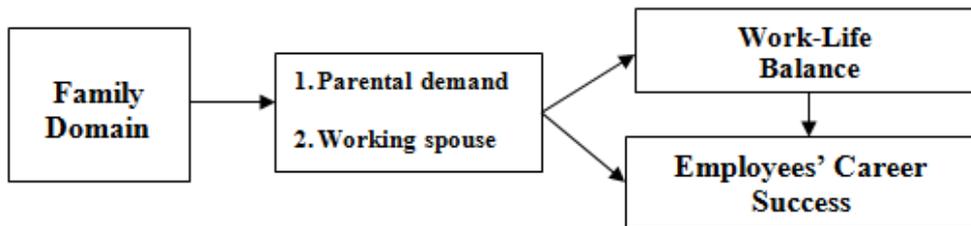
II. OBJECTIVES OF THE STUDY

- To examine the work life balance and employees' career success
- To examine the relationship of Parental demand with work life balance and employees' career success.
- To examine the relationship of working spouse with work life balance and employees' career success.

III. CONCEPTUAL FRAMEWORK

The framework unearths relationship among employees' work life balance, parental demand, working spouse and employees' career success. Thus, the following conceptual framework is drawn for the study:

Figure 1: Work Life Balance and Employees' Career Success



Hypothesis

- Hypothesis 1: Parental demand negatively relates to work life balance and to employees' career success.
- Hypothesis 2: Working spouse negatively relates to work life balance and to employees' career success.
- Hypothesis 3: Work life balance positively relates to employees' career success.

IV. REVIEW OF LITERATURE

Work life balance is that state of equilibrium in which the demand of both person's job and person's life are equal. Work life balance is about the interaction between paid

work and other activities including unpaid work and families, community, leisure and personal development (State Service Commission, New Zealand, 2005). 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). Hence, Work-life balance generally refers to how people may combine paid employment with family responsibilities.

Work and family influences each other in both a positive and a negative manner. Time, task, attitudes, stress emotions and behavior are some apparatus involved. These variables are associated with employee work life and general well being. Similarly, there has been study focusing on positive effects that work family balance has on workplace performance, job satisfaction and quality of time (Carnicer et al., 2004). Thus, the concept of work life balance is not about families and child care alone, nor is it about working less and more. It is about working 'smart', giving equal time to both work and home without jeopardizing one for another.

Work life balance 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.

Work Life Balance Variables

The increasing divide among work career and family didn't dissipate then and there. The early years of twenty-first century saw executive at all level making decision between work and family happiness. This period viewed work-life balance as a primarily tool that made it easier for as many of the individuals as possible to combine paid employment with the ordinary family lives. Individual factors affecting perceptions of work life balance. The following are work life balance variables for this study:

WLB=Work life balance

PD=Parental demand

WS=Working spouse

ECS=Employees' career success

Family Domain

Family specific variables affect family interference work. More involvement in household and family activities may have negative impact on work life. So the role of the family also determined the work life balance and career success. The family specific variables are:

Parental Demand

The work life balance is influenced by parental demand of the family. Traditional gender roles assumed that men are primarily responsible for family financial support by working, while women are primarily responsible for childcare and household duties. But today this is no truer as one strong body of work-family conflict literature found little or no gender difference in levels of work-family conflict (Aryee et al.,

2005). Despite increased awareness and attention to gender issues, motherhood continues to be more stressful than fatherhood, and mothers continue to experience greater conflict between their work and family than do fathers. The non parents often have more flexibility in managing their time and personal life, and a fewer family responsibilities, and thus are more focused toward better work performance.

Working Spouse

Working spouses might be expected to experience more work-family conflict than those who are not working, because they often encounter dual demands from work and family activities. Studies have also demonstrated that husbands of employed women engaged more in family roles than husband of non employed women (Barnett & Baruch, 1987).

Today women are increasingly dealing with career-related demands while maintaining their family roles, and men are becoming more involved in family roles (Pleck, 1985).

Powell and Mainiero (1992) pointed out that women's careers cannot be understood without examining their non-work as well as their work issues. This is because women whose families were large and whose husbands were highly involved in their own career success, in general, were more likely to give priority to their family roles over their work roles.

Career Success

Traditionally, career success was often defined in terms of occupational advancement or success (Cascio, 2006). According to Schein (1978), "concerns about works and careers are related to personal issues of self-development, the stage of one's life and one's basic motives and talents, one's family, and the setting in which one works." The career advancement measured in terms of income, title, promotion and position achieved. Perceptions of organizational and supervisory support and family support (i.e. domestic and spouse support) may not only help them balance work and family roles but also encourage them to increase significantly their effort and contributions for better performance.

V. RESEARCH METHODOLOGY

The survey was conducted within the Katmandu valley to know work life balance and career success of employees working hospital industry in 2009.100 samples were collected from Tribhuvan University Teaching Hospital and B & B Hospital (TUTH: 75 and B & B Hospital: 25) from total population 1580 in which doctors and nurses were included. The survey questionnaire has been focused on self-administered, structured questionnaires and followed descriptive, reliability, correlation and regression analysis for the study.

VI. PRESENTATION AND ANALYSIS OF DATA

Descriptive Analysis

Table 1: Mean Comparison Between Variables

This table provides highest and lowest mean value and SD (standard deviation) on the statements of each family domain variables and its rank as the importance given by the respondents. Reliability analysis shows the reliability or consistency of each variable.

SN	Family Domain Variables	Mean	SD	Rank	Reliability
1	Spouse happiness in my successful in job(W _S)	3.76	0.83	1	0.583
2	Spouse emotional support in outside work. (W _S)	3.69	0.84	2	
3	Spouse support in caring the children (W _S)	3.49	0.79	3	
4	Spouse support in household work. (W _S)	3.47	0.87	4	
5	Time spent for childcare and their activities(P _D)	2.94	0.76	5	

*These estimates are based on 100 responses.

Source: survey 2009.

The mean value in table 1, the respondents gave the first preference to spouse's happiness in success in job (Mean: 3.76 and SD: 83). But the respondents have given less preference to time spent for childcare activities (Mean: 2.94 and SD: 0.76) was found. The Reliability 0.583 indicates the internal consistency.

Correlation Analysis

To find out the correlation between the observable variables, the correlation table produces the following results:

Table 2: Pearson Correlation Coefficient Between Dependent and Independent Variables

This table provides correlation between dependent variables Work life balance (WLB) and Employees' career success (ECS) with Independent variables Parental demand(P_D),Working spouse (W_S).The P-value is presented in the parenthesis. (*) and (**) represents significant level of coefficients at 5 percent and 1 percent level respectively.

SN	Variables	Variables	
		WLB	ECS
1	Parental demand(P _D)	-0.053	-0.132
2	working spouse (W _S)	243(**)	290(**)
3	work life balance (WLB)		435(**)

The table 2 has shown the negative impact of parental demand on WLB (coefficient: -0.053) and ECS (coefficient: -0.132). The most of the past studies showed the negative relationship between WLB and P_D (Frone et al., 1997; Noor, 2004; Kinnunen and Mauno, 1998). The study meets the hypothesis. But the past researches have shown the positive relation between P_D and ECS (Schein 1978; Judge et al., 1995; Aryee et al. 1994).

The Working spouse (W_S) was significantly positive related to WLB and ECS and indicated that the working spouses did no negative affect on their WLB (coefficient: 0.243) and ECS (coefficient: 0.290) and Most of the past researches showed that working

spouses might be expected to experience more work-family conflict than those who are not working (Greenhaus et al., 1989) and having a non-working spouse has been associated with a high rate of career progress (Judge et al., 1995).

The WLB has shown the significant correlation (coefficient: 0.435) with ECS. It shows that employees WLB leads to their career success. 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). Martins et al. (2002) draw the same conclusion and reported that work-family conflict had stronger association with lowered career satisfaction for women than men.

Regression Analysis

Model: 1 WLB=f (PD, WS)

Dependent variable: WLB

Independent variables: PD, WS

Table 3: Relationship of WLB on PD, WS

	Variables	Coefficient	Std. Error	t-Statistic	P-value	R ²	Prob. (F-Statistic)
Model 1	PD	-0.056	0.091	-0.622	0.535	7.8%	0.100
	WS	0.234	0.097	2.400	0.018		

Table 3 shows the regression result of parental demand (PD) and the negative affect found in WLB (coefficient:- 0.056)and support to the study. Judge et al. (1994) found that male executives who had more children and who worked more hours per week experienced more work family conflict than those who have few or no children and who work fewer hours per week But the positive effect of working spouse (WS) on work life balance (WLB) was shown. The statistically significant positive relation is found in WS (coefficient: 0.234) at 5 percent level of significance. Barnett and Rivers (1996) had drawn the conclusions that couples regularly balance many demand of home and work and are interested in flexible working. There is 7.8% of the total variance of the WLB is explained by the independent variables PD and WS.

Model: 2 ECS=f (PD, WS)

Dependent variable: ECS

Independent variables: PD, WS

Table 4: Relationship of WLB on PD, WS

	Variables	Coefficient	Std. Error	t-Statistic	P-value	R ²	Prob. (F-Statistic)
Model 2	PD	-0.104	0.067	-1.554	0.124	18.75%	0.000
	WS	0.250	0.081	3.074	0.003		

Table 4 shows the regression result of PD on ECS (coefficient:- 0.104) . The negative affect was found and support to the study. But the positive effect of WS on ECS

(coefficient: 0.250) was shown at 5 percent level of significance. There is 18.75% of the total variance of the WLB is explained by the independent variables PD, WS, HSH and PTC. The F-statistics of the model show that the model is goodness of fit.

Model: 3 ECS= f (WLB)

Dependent variable: ECS

Independent variables: WLB

Table 5: Relationship of ECS on WLB

Model 3	Variables	coefficient	std. Error	t-Statistic	P-value.	R²	Prob. (F-Statistic)
	WLB	0.234	0.071	4.788	0.000	18.95%	0.000

The above regression table 5 shows the statistically significant positive relationship of ECS on WLB (0.234) at 5 percent level and also supports the study. The 18.95% of the total variance of the ECS is explained by the independent variable WLB. The F-statistic and p-value of the model show that model is goodness of fit. Martins et al. (2002) also found the same result.

VII. CONCLUSION AND RECOMMENDATIONS

The study has shown the negative effect of PD on WLB and ECS in the hospital industry. But the significant positive relation was found between WS and WLB, and ECS. So, to maintain the work life balance, work arrangements ensure greater potential for equality of opportunity between men and women by reducing the interruption to careers, improved possibility of a more equal sharing and caring responsibilities between women and men. The greater requirements to make WLB and success in career path are:

- Flexible work arrangements (such as flextime, job sharing, and telecommuting; generous maternity/parental leaves; alternative career paths; and flexibility, and adaptability).
- Comprehensive planning and clear communication with family and family supports.
- Focus on appropriate strategy for individual, career and family roles.

REFERENCES

- Aryee, S., Chay, Y.W., & Tan, H.H. (1994). An examination of the antecedents of subjective career success among a managerial sample in Singapore. *Human Relations*, 47(5), 487-509.
- Aryee, S., Srinivas, E.S., & Tan, H.H. (2005). Rhythms of life: Antecedents and outcomes of work-family balance in employed parents. *Journal of Applied Psychology*, 90(1), 132-146.
- Barnett, R., & Rivers, C. (1996). *She Works/He Works: How Two-Income Families are Happier, Healthier, and Better-off*, Harper. San Francisco: CA.
- Barnett, R.C., & Baruch, G.K. (1987). Determinants of fathers' participations in family work. *Journal of Marriage and the Family*, 49(1), 29-40.
- Carlson, D., & Perrewe, P. (1999). The role of social support in the stressor-strain relationship: An

- examination of work-family conflict. *Journal of Management*, 25(4), 513-540.
- Carnicer, M., Sanchez, A., Perez, M., & Jimenez, M. (2004). Work-family conflict in a southern European country. *Journal of Managerial Psychology*, 19(5), 466-489.
- Cascio, W.F. (2006). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. New York, NY: McGraw-Hill.
- Clark, S. (2000). Work-family border theory: A new theory of work-life balance. *Human Relations*, 53(6), 747-770.
- Frone, M.R., Yardley, J.K., & Markel, K.S. (1997). Developing and testing an integrative model of the work-family interface. *Journal of Vocational Behavior*, 50(2), 145-167.
- Greenhaus, J.H., Collins, K.M., & Shaw, J.D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63, 510-531.
- Greenhaus, J.H., Parasuraman, S., Granrose, C., Rabinowitz, S., & Beutell, N. (1989). Sources of work-family conflict among two-career couples. *Journal of Vocational Behavior*, 34(2), 133-153.
- Judge, T.A., Boudreau, J.W., & Bretz, R.D. (1994). Job and life attitudes of male executives. *Journal of Applied Psychology*, 79(5), 767-782.
- Judge, T.A., Cable, D.M., Boudreau, J.W., & Bretz, R.D. (1995). An empirical investigation of the predictors of executive career success. *Personnel Psychology*, 48(3), 485-519.
- Kinnunen, U., & Mauno, S. (1998). Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*, 51 (2), 157-157.
- Martins, L.L., Eddleston, K.A., & Veiga, J.F. (2002). Moderators of the relationship between work-family conflict and career satisfaction. *Academy of Management Journal*, 45(2), 399-409.
- Netemeyer, R.G., Boles, J.S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410.
- Noor, N.M. (2004). Work-family conflict, work-and family-role salience, and women's well-being. *The Journal of Social Psychology*, 144(4), 389-406.
- Pleck, J.H. (1985). *Working Wives/Working Husbands*. Newbury Park, CA: Sage.
- Powell, G., & Mainiero, L. (1992). Cross-currents in the river of time: Conceptualizing the complexities of women's careers. *Journal of Management*, 18(2), 215-237.
- Schein, E. (1978). *Career Dynamics: Matching Individual Needs and Organizational Needs*. Reading, MA: Addison-Wesley.
- State services Commission, New Zealand (2005). *Work-Life Balance: A resource for state service*. ISBN 0-478-24487-8, Retrieved from: www.ssc.govt.nz.