

Work Life Balance and Employees' Career Success

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Abstract: *The paper aims to examine the work life balance and employees' career success in the Nepalese television and hospital industries. The impacts of individual, organizational and social variables were studied in different dimensions to obtain more complete and accurate picture of variables related to the work life balance and its impact on the employees' career success. A structured questionnaire survey of 150 employees was conducted in the two industries located in the Kathmandu Valley. The descriptive research design, reliability analysis (Cronbach's alpha), correlation and regression analyses were used to observe and test the hypotheses. The social supports from family and social supports from work place have significant positive effect on work life balance both in television and hospital sectors. The same result was found in case of job satisfaction and family satisfaction with work life balance. The significant positive effects of job satisfaction and family satisfaction were also found on employees' career success. The work life balance was found with significantly positive effect on job satisfaction. Finally, the study showed the significant positive effect of work life balance on employees' career success in both the sectors.*

I. INTRODUCTION

Although work life balance (WLB) is an old concept, recently, however, a substantial increase has been witnessed in the interest of this concept from academics, researchers, especially owing to economic uncertainty, organizational restructuring, and increase in business competition (Green, 2001). Achieving work-life balance in today's frenetically paced world is no simpler task. Spending more time at work than at home means missing out on a rewarding personal life. Then again, due to challenges in personal life, such as caring of an aging parent or coping with marital problems, concentrating on job becomes difficult. Whether the problem is too much focus on work or too little, the work life, family and personal life feel out of balance, ultimately leading to lack of personal and work achievement. Three major factors which contributes to the interest in and importance

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of work life balance are global competition, renewed interest on personal lives-family value and aging work force. Achieving better work life balance is a cultural mindset, not just a set of policies. The key element is the 'can do attitude'. It is also important that managers provide a role model for a healthy work life balance as employees in the global community want flexibility and control over work and personnel lives. It is worthy to note that 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 obtrusive outcome of a process in which individuals compare their level of performance and contributions with their perceived career outcomes. When employees tend to attain the standard they have set aside for themselves regarding their career, individuals accomplish career success, enabling them to better manage their work alongside with their personal life. This indeed brings a positive aura in the work environment, resulting into holistic organizational development.

II. OBJECTIVES OF THE STUDY

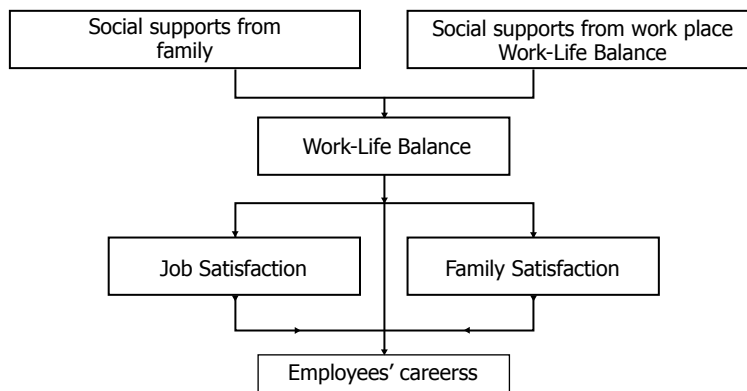
The main objective of the study is to examine the work life balance and employees' career success of employees working in television and hospital sectors in the context of Nepal. The specific objectives are as follows:

- To evaluate the impact of social support on work life balance
- To examine the relationship of work life balance with job satisfaction and family satisfaction.
- To examine the relationship of job and family satisfaction with employees' career success.

III. CONCEPTUAL FRAMEWORK

Figure 1 presents the variables and their relationship with work life balance and employees' career success.

Figure 1: Work Life Balance and Employees' Career Success



Hypothesis :

- Hypothesis 1 : Social supports from family and work place positively affects work life balance.
- Hypothesis 2 : Work-life balance positively relates to job satisfaction and family satisfaction.
- Hypothesis 3 : job satisfaction and family satisfaction positively relates to career success.
- Hypothesis 4 : Work-life balance positively relates to career success.

IV. REVIEW OF LITERATURE

The role of work has changed throughout the world due to economic conditions and social demands. Originally, work was a matter of necessity and survival. Today, work still is a necessity but then it is taken on equal grounds to both personal satisfaction and family responsibility. Work life balance is that state of equilibrium in which the demand of both person's job and person's life are equal. It reflects the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role (Greenhaus et al., 2003). It is about working 'smart', giving equal time 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 to both work and home without jeopardizing one for another. These include job sharing, job splitting, flextime, term-time working, work sharing, part-time work, annualized hours and e-working amongst other work patterns.

Work Life Balance Variables

Individual factors affecting perceptions of work life balance and darrer success include orientation to work and in particular the extent to which work (or home) is a central life interest and aspects of personality including need for achievement and propensity for work involvement. The abbreviations used in work life balance variables are:

WLB	=	Work life balance	JS	=	Job satisfaction
SSW	=	Social support from work place	FS	=	Family satisfaction
SSF	=	Social support from family	ECS	=	Employees' career success

Social Supports

Social support from family includes support from employee's spouse or partner, parents, siblings, children, extended family. Studies also show that social support outside of work, such as that provided by spouses and friends may have a positive impact on work family balance by reducing work family conflict (Carlson & Perrwe, 1999). The other studies concluded that husbands may contribute in a variety of areas, including earnings and personal financial management, home and family responsibilities, career

management and support and interpersonal support to the working women.

Social support from workplace may come from the coworkers, immediate supervisors, and organization at the large. Studies on organizational behavior have equated that support at work to work-family practices and viewed it as part of "family friendliness" (Jahn et al., 2003). Thomas and Ganster (1995) found that employees whose supervisors supported their efforts to integrate work and family roles were less likely to experience work family conflict. As pointed out by Organ (1988), employees who are correctly treated or supported by their employers would respond with extra effort, which affects their performance as well as their extra role behavior.

Job Satisfaction

Numerous studies have found work-family conflict is related in some way or the other to lower job satisfaction (Bedeian et al., 1988; Burke & Greenglass, 1999). Personal factors (gender, age, race, education and time at work), work reward (salary, promotion and financial rewards), work conditions (autonomy, workload, role conflict, comfort and number of clients) and work relations (supervisors and colleagues) may affect for employee's concept towards job satisfactions.

Family Satisfaction

Families require time and energy to nurture and enjoy. Family attachments with sharing and caring family problems bring the family satisfaction and also have positive effect on work life. Karatepe, M. and Uludag, U. (2008) developed and tested a model that investigated the relationship of supervisor support with work-family conflict and family-work conflict and the effects of both directions of conflict with family satisfaction, career satisfaction, and life satisfaction.

Career Success

Traditionally, career success was measured in terms of income, title, promotion and position achieved (Cascio, 2006). However, recent social and demographic changes are putting great challenges on employees' career aspirations and as such employees' perceptions of attributes of non-work and work life today may also explain career success.

V. RESEARCH METHODOLOGY

The primary data was collected from the television and hospital sectors in Kathmandu valley through structured questionnaire survey. The total population in both the sectors was 2183. Altogether 200 questionnaires (about 10 percent of the total population) were distributed, of which only 150 were returned complete. The doctors and nurses from the hospital industry and administrative personnel from the television industry were chosen for the study. The descriptive research design, reliability analysis (Cronbach's alpha), correlation and regression analysis have been used for the analysis.

VI. PRESENTATION AND ANALYSIS OF DATA

Descriptive Analysis

The descriptive research design has used for the purpose of fact finding, conceptualization, description and operation searching for adequate information.

Table 1 : Highest Mean Value of the Variables in Television and Hospital Sectors

S N	Variables	Statement of Highest Mean Value	Mean value	Standard deviation	Reliability
			Max	Min	
1	SSF	I am supported by my family when I am busy with my work.	4.39	0.76	0.856
2	SSW	When I am successful in my works, My family members will be happy.	4.56	0.77	0.794
5	WLB	I am managing my personal and family life and work life with proper plan and cooperation.	3.88	0.86	0.757
6	JS	I have positive attitude toward my job.	4.23	0.78	0.828
7	FS	I have good relationship with family members	4.33	0.68	0.731
8	ECS	Besides, I also feel supervisors and family supports to contribute for better performance and career development.	3.87	0.76	0.776

*These estimates are based on 50 responses.

Source: survey, 2009.

Table 1 shows that the respondents have given more response in the given statement of the each related variable and minimum standard deviation. The reliability analysis shows the reliability or consistency of each variable. The maximum mean value is found in the variable SSW (mean: 4.56) and most of the employees support that their families are happy on successful work. The second preference is found in the variable SSF and the statement is the support from family in busy in work. Both statements and the rest statements showed the positive relation the employees have with family life as well as work life. The least Standard deviation (SD: 0.68) is found in the statement that employees good relationship with their family members. The coefficient 0.856 in SSF showed the highest reliability among the given variables.

Correlation Analysis

The correlation analysis is used to find out the correlation between the two observable variables. The following table (Table 2) provides results of correlation analysis between various dependent variables Work life balance (WLB), Job satisfaction(JS), Family satisfaction (FS) and Employee career success (ECS)) and independent variables

Social support from family(SSF), Social support from workplace (SSW), Parental demand(PD),Working spouse (WS), Hour spent on household works (HSH), Personal take care (PTC), Job involvement (JI), Role ambiguity(RA), Role conflict(RC) and Role overload (RO). The P-value is presented in the parenthesis. (*) and (**) represent significant level of coefficients at 5 percent and 1 percent level respectively.

The correlation table produces the following results:

Table 2 : Pearson Correlation Coefficients Between Variables of WLB and ECS in Television and Hospital Sectors

S N	Variables	WLB	ECS
1	SSF	0.169(*)	
2	SSW	0.443(**)	
11	WLB		0.367(**)
12	JS	0.483(**)	0.692(**)
13	FS	0.420(**)	0.336(**)

Table 2 shows the correlation results between dependent variables WLB, JS, FS, ECS and independent variables SSF and SSW. According to the Pearson correlation analysis, the statistically positive correlation between SSF and WLB was found at 5 percent level of significance. The association between independent variable SSW and dependent variable WLB were statistically positive significant at 1 percent level. The same significant positive relation was found in JS, FS and ECS with WLB. The significant positive relationship was found between JS and FS with ECS at 1 percent level.

The significant positive relation of WLB with SSF and SSW showed that the respondents got more support from family as well as from work place to maintain WLB. It is found in the study that the respondents have emotional and instrument support from their family. It may be because of economic status. Most of the respondents agreed that they were managing their family and work life with proper plan and policies and also stated in the statements that they have supervisors and family supports to contribute for better performance and career development. The respondents agreed that they have to involve more time in job and also fulfilling them with responsibility and fully emotionally support from the family. So no negative effect was found in WLB and ECS. The respondents have shown the positive attitude towards their job and also have supported from family. So, the positively correlation between WLB and JS and FS was found. The significant positive correlation of ECS between JS and FS was found. Because more respondents agreed that they were supported from supervisor and family to contribute for better performance and career development.

Regression Analysis

The regression is used to observe relationship between the variables and test the proposed hypothesis. The models are developed to study the effect of dependent and independent variables.

- Model: A WLB= f (SSF, SSW)
- Model: B ECS=f (JS, FS) and ECS=f (WLB)
- Model: C JS=f (WLB) and FS=f (WLB)

Dependent Variable: WLB (Model: A)

The following table (Table 3) provides the regression result of social supports from family (SSF) and social supports from workplace (SSW) with work life balance (WLB) from 150 respondents.

Table 3 : Relationship of Work Life Balance Social Supports, Family and Work Domains

WLB= f (SSF, SSW)							
	Variables	coefficient	std. Error	t-Statistic	P-value.	R2	Prob. (F-Statistic)
Model 1	SSF	0.0208	0.0958	0.2173	0.8283	19.63%	0.0000
	SSW	0.5432	0.0981	5.5367	0.0000		

Table 3 (results of model A) shows that the independent variables SSF and SSW have positive effects on WLB. The coefficients of both independent variables (SSF: 0.0208) and (SSW 0.5432) were respectively found positive at 5 percent level of significance. Allen (2001) also found in his study that a variety of occupations, employees who perceived their organizations as less family-supportive experienced more work-family conflict, less job satisfaction, less organizational commitment, and greater turnover intentions than those who perceived their organizations as more family- supportive. There is 19.63% of the total variance of the WLB is explained by the independent variables (SSF and SSW). The F-statistic and p-value of the model show that model is goodness of fit. Therefore, the hypothesis is supported by the study.

Dependent Variable: ECS (Model: B)

The Table 4 presents the regression result of job satisfaction (JS), family satisfaction (FS), and work life balance with employees' career success (ECS) from 150 respondents.

Table 4 (model B) reports that there is significance positive effect of JS and FS on ECS (coefficients: 0.5981 and 0.1267 respectively) at 5 percent level and as such, the result is corresponding with the hypothesis. The 48.92% of the total variance of the ECS is explained by the independent variables and FS. The F-statistic and p-value of the model show that the model is goodness of fit. Gordon et al. (2007) also found that the work based social support was positively associated with job satisfaction, organizational commitment and career accomplishment based social support positively associated with job satisfaction, organizational commitment and career accomplishment. Martins et al. (2002) also found the negative relationship between work-family conflict and career

Table 4 : Relationship of Employees' Career Success on Job Satisfaction, Family Satisfaction and Work Life Balance

ECS=f (JS, FS, WLB)							
	Variables	coefficient	Std. Error	t-Statistic	P-value.	R2	Prob. (F-Statistic)
Model 2	JS	0.5981	0.0575	10.4025	0.0000	48.92%	0.0000
	FS	0.1267	0.0745	1.6995	0.0913		
Model 3	WLB	0.3311	0.069	4.7966	0.0000	13.45%	0.0000

satisfaction. They reported that work-family conflict had stronger association with lowered career satisfaction for women than men.

Dependent Variable: Job Satisfaction (Model: C)

The table that follows (Table 5) provides the regression result of job satisfaction (JS) with work life balance (WLB) of 150 respondents.

Table 5 : Relationship of Job Satisfaction on Work Life Balance

JS=f (WLB)							
	Variables	coefficient	std. Error	t-Statistic	P-value.	R2	Prob. (F-Statistic)
Model 7	WLB	0.4773	0.0711	6.7109	0.0000	23.33%	0.0000

Table 5 reveals that there is significant positive effect of JS on WLB (coefficient: 0.4773) at 5 percent level. The result is matched with the hypothesis as well. The 23.33% of the total variance of JS is explained by the independent variable WLB. The F-statistic and p-value of the model show that model is goodness of fit. The other researchers have also concluded that work family conflict increased psychological strain, more symptoms of physical ill-health, and reduced job and family satisfaction (Burke & Greenglass, 1999).

Dependent Variable: Family Satisfaction (Model: C)

The table (Table 6) provided below presents the regression result of family satisfaction (FS) with work life balance (WLB) of 150 respondents.

Table 6 : Relationship of Family Satisfaction on Work Life Balance

The table provides the regression result of family satisfaction (FS) with work life balance (WLB) from 150 respondents.

F S=f (WLB)							
	Variables	coefficient	std. Error	t-Statistic	P-value.	R2	Prob. (F-Statistic)
Model 7	WLB	0.3201	0.0569	5.6302	0.0000	17.64%	0.0000

Table 6 shows there has been significant positive effect of FS on WLB (coefficient: 0.3201) at 5 percent level. The analysis supports the hypothetical proposition. The correlation analysis also produced the same result. The 17.64% of the total variance of the FS is explained by the independent variable WLB. The F-statistic and p-value of the model show that model is goodness of fit.

VII. CONCLUSION AND SUGGESTIONS

The work life balance and career success are two salient issues that operate together to affect individuals' lives as well as employee-employer linkages. Organizations need to consider a new "infrastructure" in their career development models that accounts for balancing work-family relationship and retaining a more committed and talented workforce. For managing the work-family conflict and facilitating employees' career attainment benefits, both, individuals and organizations need to identify appropriate strategies to balance work and non-work domains. The highly motivated careerists may successfully perform the two roles with non-overlapping time boundaries.

Some suggestions offered are:

- Need of an appropriate strategy for the individual, career and family roles.
- Launch various organizational career activities (mentoring/sponsorship and encouragement and support at work, and to friendly-benefits family programs).
- Build up Perceptions of organizational and supervisory support and family support for WLB.
- Improve equity in rewards and create flexible, accommodated, and promised career paths.
- Gain specific work skills and experiences for career success (ECS).

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