

The Impact of Workplace Support and Private Level Support on Work-Life Balance Satisfaction among Female Employees in the Health Sector of Pakistan

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Abstract

The study aims to understand the main factors contributing to work-life balance satisfaction among the female employees working in the health sector of Pakistan. This study develops the framework that explains how work demands and family demands affect work-life balance satisfaction. The influence of private level support and workplace support is also examined. Sample data (N=290) was collected through a stratified random sampling technique from female doctors in the health sector of Pakistan's twin cities (i.e., Rawalpindi and Islamabad). The hypotheses were tested by multiple step-wise regression and moderation using SPSS 23 software. It has been investigated that the employer and the family support the female employees to achieve work-life balance satisfaction. In different life domains, such as the work and family domain, support at the workplace and private level may help employees deal with these domains' demands. The research study findings are helpful for academicians and health sector policymakers.

Keywords: work-life balance satisfaction, workplace support, private level support, Pakistan

Introduction

The rapidly growing expansions in the 21st century across the globe have formed new endeavors for businesses. Due to fast-growing technology, tremendous growth has been observed throughout the world. Due to this, companies are trying hard to compete with competitors to sustain their competitive edge. The work-life balance phenomenon has grown as women are more inclined toward their career and professional life (Abbas & Nadeem, 2009; Young et al., 2022). Females are more active in the workforce, and their participation has increased daily in organizations. They are more inclined towards their ambitions in professional life. Working ladies with young children described this stress most acutely (Phillips et al., 2016). Women, considered the traditional providers of care for their children, are also considered to provide care for children and adults at home (Carlson, Grzywacz & Zivnuska, 2009; Raffi

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et al., 2020). In view of a country like Pakistan, which is a developing country, its economy is proliferating. Being a collectivist nation, people are dependent on each other. Joint family systems are still persistent there. But family and work setups have dramatically changed in the past two decades. Women have now plunged into the workforce. Culture has now become more westernized. Only the single earner concept or single breadwinner in a family is now diminishing (Nadeem & Abbas, 2009; Blom & Hewitt, 2020). The dual earner's concept is now emerging. Females are now moving increasingly into paid work jobs. The issue of work-family imbalance is now on the rise in Pakistan. Wayne et al., (2015) suggested the general measurement of balance satisfaction, which is determined by how the work is divided into the overall family. In addition, work-related to family arise conflict is more linked to role satisfaction than family work.

In Pakistan, work-life balance is a growing issue of concern for women. According to previous studies, employee performance becomes less efficient because of personal and family imbalances (Malik & Khalid, 2008). Work-life balance satisfaction (WLBS) is critical for women facing the dual burden of work and household chores. The imbalance in work and life matters hinders the women's career progression and causes adverse outcomes in their personal life. The gap suggested by Irawanto et al. (2022) that how working or a professional cope with family imbalance needed further investigation. They have also suggested that the study should be conducted in Asian countries about the dual responsibilities of both domains as work and family.

Literature Review

The concept of work-life balance has been defined differently by different scholars. In a broader sense, it is defined as keeping a balance between one's professional and domestic life. Work-life balance is the stable condition characterized by balancing a person's life complexity and vitality with environmental and personal resources' like professional family, information, values, community and personality (Crooker, Smith & Tabak, 2002).

Family demands or pressures are sources of stress. Similarly, some researchers have pointed out that it is easier to manage the demands of smaller families than the larger ones. Large families require more time than smaller ones. So, the larger families disturb balance satisfaction if proper time is not given to them (Keith & Schafer, 1980). The relation of Work-Life Balance satisfaction has a positive connection to a job as well as life satisfaction, while a negative connection with anxiety for individuals of gender (Haar, 2014; Talukder, 2019). If a woman is

working, she has to perform her dual responsibilities because the traditional role of women is childcare along with other home responsibilities. Due to the pressures or burden that an individual feel, when overloaded with responsibilities, may cause dissatisfaction towards the work-life balance. Work demands are conceptualized as time-based role pressures. However, work demands are associated with the fact that it is primarily causing the pressure created due to excessive workloads and time pressures at workplaces, such as meeting deadlines.

With the reference of Pakistan, in which the culture is that most families live in a joint family system along with a lot of dependents like old parents and in-laws' siblings. The Male is considered the bread earner of the family. But, if the woman is working, she has to perform her dual responsibilities, because in our culture the traditional role of women is childcare along with other home responsibilities. And, if the woman is working, so without a support system, she cannot manage her work-family life (Naqvi 2011).

Brett and Stroh (2003) have revealed in their empirical findings that individuals felt the home responsibilities as barriers to their work and future career. They further explored that if the work demands are high, the individual will experience less work satisfaction. Similarly, if family demands are high it would be difficult for them to maintain a balance between their family lives. Managing the demands of work and family becomes a challenge for women who require mental and physical exertion (Shelton, 2006).

Due to the increasing economic business globalization work family conflict becoming important. Most developing countries have been affected from this increasing change. In fact, the term work family is said to be the roles between the work domain and family domain, rather than domain themselves. But sometimes the demands exceed on both ends, making a person's life miserable. Demands from both the work side and family side caused the women to depressive that disturbs their work and life balance and satisfaction (Major et al., 2002). Extra time spent on one's job makes it difficult for a person to manage the demands of work and family, but it does not influence work-family balance. When there is unfair proportion in the division of work, it makes it difficult for one family member to manage all household chores, that why it is difficult to maintain the work-family balance.

H1: Work Demands are negatively associated with work-life balance satisfaction.

H2: Family Demands are negatively associated with work-life balance satisfaction.

There are different opinions available in the literature about social support. The theoretical framework of resources and demands suggests both direct and moderating impact (Demerouti et al., 2001; Schaufeli & Bakker, 2004). Support helped to reduce stress levels and also enhance the health of a person as well as the well-being (House, 1981). Everybody gains from high levels of social support. The resources and demands approach have revealed that resources help individuals tackle the job demands (work overload, shift work, time pressure) as well as the private demands like child and eldercare and household responsibilities (Demerouti et al., 2001; Schaufeli & Bakker, 2004). When job resources are adequate to fulfill the job demands, then these are not necessarily negative (Schaufeli & Bakker, 2004).

Support is necessary for women from extended families to maintain the work-life balance (Thien et al., 2010). So, if a woman is at work, then extended family members at home help out by rendering childcare and housekeeping activities. The work-life policies have enabled the employees to unite their childcare duties and household duties. Work-life policies have enabled employees to unite their paid employment with childcare duties and also household activities. Organizations help their employees by providing support in the form of work-life policies. The amount of support an individual receives from the family members may help to enhance his psychological wellbeing in that may increase the greater work and family balance. But only the emotional and instrumental support is not enough at the private level, but also the appraisal and informational support does matter for the overall work life satisfaction. To solve various issues at home should be solved with the help of support.

H3: The greater the social support at the workplace level the greater the work life balance Satisfaction.

H4: The greater the social support at the home place the greater the work life balance Satisfaction.

H5: Social Support at the workplace level moderates the work demands and work life balance satisfaction.

H6: Social Support at the private level moderates the family demands and work life balance satisfaction.

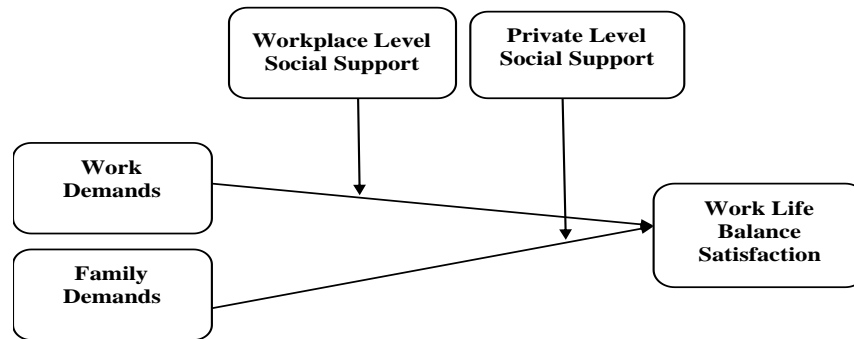


Figure 1: Conceptual Framework

Research Methodology

The lady doctors working in all private and public hospitals of two major cities Pakistan (Rawalpindi and Islamabad) were the target population. The respondents of the research were female employees consisting of house officers, MBBS doctors, specialists, and surgeons. The quantitative data was collected from the participants through a survey approach by using structured questionnaires. The data nature was cross-sectional. The stratified random sampling technique was used and the sample size of the study was 290. The researcher distributed 370 questionnaires among the respondents. Total of 320 questionnaires was collected from the participants. Of which 30 were incomplete or discarded. In which female doctors working in private were 148 (51%) and public 142 (49%). While the education of the participants was MBBS 95 (32.8%) and Specialization 194 (66.9%).

To measure work-life balance (WLB) satisfaction, Valcour (2007) developed all the five items of work-life balance satisfaction, which was adapted by the study. Five-point Likert scale ranging from 'very dissatisfied (1)' to 'very satisfied (5)' was used. Instrumental support at the workplace level was measured by the following items: job control, workplace flexibility and organizational support (Abendroth and Den Dulk, 2010). Karasek (1979) suggested measured the control with Hackman and Oldham's (1975) Job Diagnostic Survey. Each item is measured on a 1(Never) to 5(Always) Likert scale. Workplace flexibility was measured by two items (Behson, 2005). Organizational support was measured by three items as used by Bardoelet al., (1999). Each item is rated on five-point Likert scale ranged from 'never' (1) to 'always' (5). Private level support is measured by considering the information about domestic tasks by family members or friends. Moreover, having a spouse

included as instrumental support at the private level since it allows people to share domestic tasks. The scales developed by Parasuraman et al. (1992), Responses ranged from ‘never’ (1) to ‘always’ (5). The work demands were measured by asking the respondents asking questions about their workload (Karasek,1997), measured on a five-point likert scale as ‘never’ (1) to ‘always’ (5). Sample item as ‘My job requires to work very hard’. Family demands were measured by asking the questions from respondents about the household work, cooking, cleaning and child /adult care (Carlson et al.,1995). The scale was measured on five-point Likert scale as ranged from 1(Never) to 5(always). The reliability, factor analysis, linear regression and stepwise regression analysis for moderation (Baron & Kenny, 1986) were run by using the SPSS 23.0 version.

Data Analysis

Table 1

Reliability Analysis

Reliability Statistics of Scales Constructs	Items	Cronbach's Alpha Coefficient
Work Life Balance Satisfaction	5	0.884
Work Demands	6	0.807
Family Demands	3	0.753
Private level Support	6	0.824
Workplace Support:		0.773
Job Control	3	0.623
Workplace flexibility	2	0.869
Supervisor Support	3	0.774
Organizational Support	3	0.621

Table1 shows that most of Cronbach’s alpha values are greater than 0.7, which are acceptable (Nunnally, 1978), except two constructs job control (0.623) and organizational support (0.621). But according to Yong, Hua, & Mei (2007), the value above than 0.6 is also considered to be acceptable.

Factor analysis

A match between measurement results and underlying theories supported for construct validity and a brief summary of the principal component analysis with varimax rotation is given in below tables.

Table 2

Work Life Balance satisfaction

KMO and Bartlett's Test	Pattern Matrix	
	Items	Loadings

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Statistics KMO > 0.5 Barlett's test p < 0.05 Loadings > 0.4	Computed Statistics = 0.808 = 840.047, p < 0.05 > 0.4	WLBS 1	.834
		WLBS 2	.810
		WLBS 3	.865
		WLBS 4	.846
		WLBS 5	.798

Table 3
Work Demands

KMO and Bartlett's Test		Pattern Matrix	
		Items	Loadings
Statistics KMO > 0.5 Barlett's test p < 0.05 Loadings > 0.4	Computed Statistics = 0.725 = 657.016, p < 0.05 > 0.4	WD 1	.691
		WD 2	.855
		WD 3	.685
		WD 4	.777
		WD 5	.631
		WD 6	.666

Table 4
Family Demands

KMO and Bartlett's Test		Pattern Matrix	
		Items	Loadings
Statistics Barlett's test p < 0.05 KMO > 0.5 Loadings > 0.4	Computed Statistics = 0.605 = 244.800, p < 0.05 > 0.4	FD 1	.899
		FD 2	.749
		FD 3	.798

Table 5
Private Level Support

KMO and Bartlett's Test		Pattern Matrix	
		Items	Loadings
Statistics Barlett's test p < 0.05 KMO > 0.5 Loadings > 0.4	Computed Statistics = 0.700 = 1.073, p < 0.05 > 0.4	PLS 1	.839
		PLS 2	.819
		PLS 3	.807
		PLS 4	.751
		PLS 5	.616
		PLS 6	.505

Table 6
Workplace Support

KMO and Bartlett's Test		Pattern Matrix	
		Items	Loadings
Statistics KMO > 0.5 Barlett's test p < 0.05 Loadings > 0.4	Computed Statistics = 0.709 = 1.272, p < 0.05 > 0.4	JC 1	.837
		JC 2	.829
		JC 3	.800
		WF 1	.771
		WF 2	.762
		OS 1	.648

OS 2	.620	SS 2	.708
OS 3	.590	SS 3	.702

All the above tables show that the results were satisfied, meet the standards, and perfectly matched with previous studies results. So, we can proceed for the further analysis.

Table 7*Regression Table*

D.V	I.V	R	R ²	ADJ R ²	F	B	β	P
WLBS	Constant	0.58	0.336	0.34	4.222	3.586		.00(Sig)
	WD						-0.142	.041(Sig)
WLBS	Constant	0.169	0.028	0.025	8.439	3.586		.00(Sig)
	FD						0.169	.004(Sig)
WLBS	Constant	0.695	0.472	0.461	25.389	1.912		.00(Sig)
	WLSS						0.285	.00(Sig)
WLBS	Constant	0.221	0.049	0.046	14.833	2.356		.00(Sig)
	PLSS						0.221	.00(Sig)

Regression table 7 is showing the relationships of all predictors and dependent variable relationship. To test the negative relation between work demands (WD) and work life balance satisfaction (WLBS), work demands are regressed on work life balance satisfaction. According to hypothesis 1 of the current study, the work demands associated negatively with WLBS. Simple linear regression analysis used, because the work demands is a single continuous dependent variable and WLBS is the continuous independent variable. The current study results give significance values. The significant p-values ($.041 < 0.05$) of table shows the prediction of relation between work demand and WLBS. Thus, given table results support the first hypothesis of the study. The table shows the constant value of work life balance satisfaction and (-0.142) slop of work demand suggests that an increase a one unit of change in work life balance satisfaction will cause the decrease in work demands by 35.1%.

For hypothesis 2 testing shows that family demands do have an impact on WLBS. The prediction relation between FD and WLBS is significant by ($\beta=.169$, $p<0$). In past studies, the FD and WLBS relationship was found negative but current study shows it positive. So, hypothesis 2 is rejected. Furthermore, third hypothesis explained the positive relation of workplace level support with work life balance satisfaction. Results show the significant ($\beta=.285$), p-values ($.000 < 0.05$). It means that a one-unit increase of work life balance satisfaction will cause 28.5% increase in the workplace support, which supported the hypothesis. The fourth hypothesis of the current study, private level support has positive connection with WLB. Results show in above table

are significant ($\beta = .221$), p-values ($.000 < 0.05$). So, hypothesis supported the study.

The Moderating Impact of Workplace Support:

The moderation was done by using the stepwise regression. The fifth hypothesis is mainly focus on the moderating effect of workplace support between WD and WLBS. The below table statistics reveals that the significant p-values ($.000 < 0.05$) for the prediction of relation of moderator workplace support. Model 1 values ($\Delta R^2 = .014$) reveals the significant connection of WD and WLBS. Model 2 results are shown significant in DV on the basis of WD and WRK ($\Delta R^2 = .069$), while Model 3 declare a significant prediction in WLBS on account of WD, WRK is interaction term for the two variables ($\Delta R^2 = .121$). The above results suggested that in the presence of moderator workplace support the relationship of WD and WLBS is become stronger. Thus, Workplace support act as a moderating variable in this study.

The Moderating Role of Workplace Support for The Relationship of WD-WLBS:

Table 8

Change Statistics

Model	R	R ²	AdjustR ²	S.E.E	ΔR^2	ΔF	df1	df2	$\Delta F, Sig$
1	.119a	.014	.011	.80211	.014	4.122	1	288	.043
2	.309 ^b	.096	.089	.76950	.082	25.923	1	287	.000
3	.348 ^c	.121	.112	.75983	.026	8.350	1	286	.004

The Moderating Impact of Private Level Support:

The table 9 shows that Private level support significantly moderates the relationship between FD and WLBS. In Model 1 value ($\Delta R^2 = .028$) shows the significant impact of FD on WLBS. Model 2 results reveal that moderator work significant by showing values ($\Delta R^2 = .075$), while Model 3 results ($\Delta R^2 = .090$) are also significant. Which means hypothesis six supported the study.

The Moderating Role of Private Level Support for The Relationship of FD-WLBS: Table 9

Change Statistics

Model	R	R ²	AdjustR ²	S.E.E	ΔR^2	ΔF	df1	df2	$\Delta F, Sig$
1	.169a	.028	.025	.79625	.028	8.439	1	288	.004

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2	.274b	.075	.069	.77819	.047	14.517	1	287	.000
3	.300c	.090	.081	.77322	.015	4.707	1	286	.031

Discussion & Conclusion

The current study was carried out to examine the effects of work demands and family demands on WLBS. The study developed the four hypotheses from the literature that either the study will be significant in Pakistani context or not.

Current study examines the impact of different sources of work-life balance support on WLBS among health sector in Pakistan. The results indicate work demands have been negatively associated with the work life balance. As this study is conducted on a sample female doctors that have tough routine life.

The relationship of family demands and work life balance satisfaction has been figured out. The hypothesis has shown that family demands are negatively associated with the work life balance satisfaction as it has been extracted out from the past literature (Clark, 2001; Grzywacz & Marks, 2000; Major, & Ehrhart, 2002). According to (Omar, 2016) the rate of women participation is increasing and dual career couples into the employment world, along with non-standard work activities have affected the employees' ability to confuse between job and family life. Barnes et al., (2010) has argued that increasing time spent on in paid work limits the time for other household, childcare responsibility. The working women often seems absent for the activities like preparation of meals and helping kids for the homework. But the analysis of the second hypothesis does not support the hypothesis ($\beta=0.210$). As the beta value does not show any negative relationship towards the work life balance satisfaction. As current study is conducted in Pakistani context, people have different perceptions. Women are more home oriented. They take their home responsibility as their priority. Family demands, if they may increase does not affect the women whether they are employed or not. As this study is conducted on married women, so the women commitment to work has decreased due to family responsibilities (Metz, 2011; Hoobler, Wayne & Lemmon, 2009; Hewlett, 2007). This is also consistent with the results of Blair-Loy (2011), that suggested that less than 30% women think that housekeeping as their second choice and more than 70% women because of neo-traditionalism, lost their goals and careers. The third and fourth hypotheses has extracted on the basis of previous literature. Analysis estimated the positive impact of workplace level support as well as the home place level support on the WLBS. Both the hypothesis is accepted with beta value ($\beta=0.285$) of workplace support on WLBS and private level support with beta value

($\beta=0.221$) on work life balance satisfaction. Both the values are in positive that shows that workplace support and private level support is positively related with the work life balance satisfaction. The result is consistent with the previous studies as the resources and demands approach has revealed that resources help individuals to lessen work demands (work overload, shift work, time pressure) as well as the private demands like child and eldercare and household responsibilities (Allen, 2001; Batt & Valcour, 2003; Demerouti et al., 2001; Schaufeli & Bakker, 2004).

The study concluded that the family and the employer all contribute to employee satisfaction with the work-life balance. Workplace support and private level support may help employees deal with the demand's different domains of life such as work and family domain.

Limitations and Future Directions

The researcher collected the data one time, which is called cross-sectional. The future study can use the longitudinal research design for testing the model. Research's main focus was health sector of female doctors in twin cities of Pakistan; the study can be extended to health sector whole Pakistan and replicated on different sectors such as banking and services sectors. Future studies should also consider more fine-grained measures for different groups of employees. Furthermore, studies should conduct to explore other industries, to compare the difference between different sectors to generalize the study results.

Practical Implications

This research is particularly for lady doctors and general policymakers in the health sector of Pakistan. Health sector employees, especially the lady doctors have tough routines due to long working hours and night shifts and irregular routine. Social support at the workplace level in the form of job control, colleague support, organizational support and supervisor support. Similarly, private level support in the form of spousal support and friends and family. The social support provided to the female employees helps to perform better as well as take care of their home responsibilities.

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