Employee Work Satisfaction and Work - Life Balance: A Pakistani Perspective

Dr. Muhammad Iqbal Saif  
Professor, FUIEMS, Foundation University New Lalazar, Rawalpindi, Pakistan.

Muhammad Imran Malik  
Ph. D Scholar  
Principal/Corresponding author  
FUIEMS, Foundation University New Lalazar Rawalpindi, Pakistan.

Muhammad Zahid Awan  
Assistant Professor  
Department of Business Administration, Gomal University, D.I. Khan.

Abstract  
The study examines the relationship of employee work satisfaction (job satisfaction) and prevalence of work life balance (WLB) practices in Pakistan. A sample of 450 layoff survivors, gathered via stratified sampling, provides the basis for analysis. The layoff survivors are working in two big organizations operating in Pakistan. The results of Regression analysis assured a positive relationship among the variables. Moreover, the results of ANOVA help in understanding that no significant differences prevail with respect to employees’ work satisfaction and work life balance at the three levels of management that are the top management, middle level management and the first level management. The results of the current study are discussed in the light of available studies. It is suggested that equal implementation of such policies should be ensured. The study will prove to be a milestone for the researchers, policy makers and students to properly understand the concepts of employee work satisfaction, work life balance and their relationship. Moreover the study also help the managers of government and non government organizations the importance of effective implementation of WLB policies.

Key words: Employee work satisfaction, work life balance practices, layoff survivors, Pakistan.
1. INTRODUCTION

Well managed human resource, one of the major factors for organizational success, should be taken care of (Malik, Saleem and Ahmad, 2010). In the era of organizational restructuring it is important for the organizations to take care of their efficient employees. It is evident that the organizations which take care of their employees by providing them work life balance facilities generally have a greater numbers of satisfied employees (Malik, Ahmad & Hussain, 2010). The study focuses on the testing the relationship of job satisfaction and work life balance practices which have been adopted by the organizations in Pakistan. Moreover it looks at the concept of work life balance; either it is clearly understood and properly implemented by the management of the organizations or otherwise. Moreover a list of work life balance facilities helps in understanding the availability of facilities at different organization.

Job satisfaction/dissatisfaction of layoff survivors effects their performance at work and dealings with the customers and colleagues. On the other hand it is deemed that the employees who are satisfied act in a cordial manner.

The objectives of the current study are to explore how the concepts like job satisfaction and work life balance are defined by the authors across the world, secondly to examine the relationship of both the variables and lastly to know what type of work life balance facilities are offered by the Pakistani organizations?

Earlier researchers have examined the same relationship across world in different organizations but up to the researchers best of knowledge none of them have tried to explore the group of layoff survivors and examined the same in a progressing country, Pakistan. Examining the same relationship is beneficial for managers, researchers, students and academicians.

2. LITERATURE REVIEW

2.1. Employee work satisfaction/Job Satisfaction and WLB

The research studies providing theoretical support for the current study are as follows. Various researchers defined job satisfaction as an affective state resulting from one’s evaluation of his or her job (Hartline and Ferrell 1996). The researchers have found that when employees perceive that management is genuinely concerned for their well-being as well as the well-being of customers, they experience higher levels of job satisfaction and exhibit stronger commitment to their organization (Reichheld and Teal, 1996; Rhoades, Eisenberger, and Armeli 2001).

One of the researchers while examining the impact of rewards and recognition on job satisfaction and motivation of in a sample of Pakistani sample employees defines employee work satisfaction (job satisfaction) as a pleasurable positive emotional state as a result of work appraisal from one’s job experiences (Gruneberg, 1979; Danish & Usman, 2010). In another study conducted in a Pakistani sample the term job satisfaction is defined as an overall feeling about one’s job or career in terms of specific facets of the job or career (Thompson, Thompson & Orr, 2003; Nadeem, & Abbas, 2009). Job satisfaction formulates the employee more considerate and concerned for the organization (Saleem, Mahmood & Mahmood, 2010).
Job satisfaction explains how employees are buoyant to come to work and how they get enforced to perform their jobs. The things that make happy an employee while doing work and not to leave the job are the factors responsible for job satisfaction of employees. Other researchers narrate job satisfaction as being the outcome of the worker’s appraisal of extent to which the work environment fulfills their needs (Dawis & Lofquist 1984).

Rao (2005) in his study discussed that satisfaction at the job for a person acts as a motivation to work. In addition motivation leads people to their job satisfaction. It is not only self satisfaction and identity pleasure, but also blends of psychological and environmental effect of the people for their happiness with their work (Khan 2006). Shahu and Gole (2008), in their research define effects of job satisfaction on performance, they had sum up their findings on a factor that work satisfaction should be considered by the organization as important plan which needs to be extend in order to improve employees performance and where employees can put their best performance. In general, overall job satisfaction has been defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Locke, 1969; Portoghese, Galletta, & Battistelli, 2011). Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2010). Overall job satisfaction is determined by the difference between all those things a person feels he should receive from his job and all those things he actually does receive (Lawler, 1973).

An Australian study reveals that, the thing that effect life, more than the working hours is job satisfaction and age (Eikhof, et. al. 2007). Work might be a source of satisfaction for some workers or atleast a positive gain. Work life balance means employee feels that they are freely able to use flexiable working hours programs to to balance their work and other commitments like, family, hobbies, art, travelling, studies and so forth, instead of only focusing on work. (Frame and Hartog, 2003).

Management concern for employees and customers (as appraised by frontline employees) significantly increases employees’ job satisfaction and affective organizational commitment and indirectly reduces their turnover intentions. (lexandrov. Babakus and Yavas, 2007). Management has direct control over many of the most important drivers of employee turnover.

2.2. Employee work satisfaction and work life balance in Pakistani perspective
The researchers made their efforts to highlight the issues of job satisfaction and work life balance in one of the developing countries, Pakistan. For the current study the term employee work satisfaction can be defined as an employee is said to be satisfied from his/her work when he/she feels comfort while working in the organization. Whereas work life balance means that an employee is comfortably accomplishing his/her work and non - work responsibilities.

Emerging trends in work force diversity, organizational restructuring and addition of women in the workforce enhanced the demand for the work life balance practices to be adopted by the organizations. Hunjra, Chani, Aslam, Azam, and Rehman, (2010) examined a relationship of job autonomy, team work environment and leadership behavior with job satisfaction and investigates the major determinants of job satisfaction in Pakistani banking sector. The authors revealed a positive and
significant link between job satisfaction and human resource management practices like team work environment, job autonomy and behavior of leadership.

In another study regarding doctors (medical practitioners) the authors suggested that the job satisfaction can be enhanced by reforms in service structure and by offering better salary package (Ghazali, Shah, Zaidi, & Tahir, 2007). While determining a relationship of social support, job satisfaction and work family balance (a part of work life balance) in a Pakistani sample of male and female middle level managers working in service providing organizations the authors found a positive effect of job satisfaction on work family balance (Gomez, Khan, Malik and Saif, 2010).

Nadeem and Abbas (2009) tested a relationship of work life conflict and job satisfaction in a sample of Pakistani employees and revealed a negative relationship of the variables and suggested that the supportive management can be a medicine to minimize the conflict and enhance satisfaction among employees. Saleem, Mahmood and Mahmood, (2010) examined the effect of work motivation on job satisfaction in a telecommunication sector in Pakistan and revealed a positive relationship between them. The authors suggested that provision of financial rewards can be a source of motivating employees.

Malik, Zaheer, Khan and Ahmad, (2010) examined a relationship of work life balance/ work life conflict and job satisfaction in a sample of MBBS doctors in Pakistan and revealed no significant effect of work life balance on job satisfaction. In another study Malik, Saif, Gomez, Khan and Hussain (2010) reported a positive and significant relationship of job satisfaction and work family balance. The authors examined a relationship of the variables in a sample of working women in Pakistan. The authors mentioned that the job satisfaction is one of the factors diminishing work life conflict.

The layoff survivors who have survived the layoff and are still working at their workplaces have to assume more duties and are most likely to be dissatisfied and experiencing work life imbalance. So this segment is important to explore for settling down their problems and to suggest the organizations more sophisticated solutions for enhancing employee satisfaction.

3. METHODOLOGY
3.1. Sample
A sample of 450 male and female layoff survivors is considered for the study gathered through stratified sampling technique. The researchers generally use stratified random sampling technique to increase a statistical efficiency of a sample, to provide adequate data for analyzing the various subpopulations, and to enable different research methods and procedures to be used in different strata. Moreover researchers prefer stratified sampling over others because it provides the assurance that the sample will accurately reflect the population on the basis of criterion or criteria used for stratification (Sekaran & Boogie, 2009; Chaudhary, & Kamal, 2004).

3.2. Scales used
The scale used for employee work satisfaction (EWS) was designed by keeping in view the work/job satisfaction literature (Warr, Cook & Wall, 1979; Malik et al. 2010; Malik, Ahmad, Saif & Safwan, 2010; Malik, Bibi & Rahim, 2010; Nurullah, 2010;
Malik, & Usman, 2011) and work life balance (Brough, Timms & Bauld, 2009; Malik, Saleem, & Ahmad, 2010; Ashraf, Nadeem, Zaman, & Malik, 2011). Little changes were made to tap the responses keeping in view the educational background and national language of the respondents. The items inquired regarding work satisfaction of employees included satisfaction with financial resources (overall job satisfaction, pay, bonuses, increments etc). Satisfaction with non financial resources available at work place (work environment, workload, relationships with juniors and seniors colleagues, promotions practices etc).

The items considered for work life balance included overall knowing about the feelings of balancing work and non work life activities, availability of work life balance facilities at work place like, leaves, vacations, facilities for child care/education, flexible work hours, working for five days a week etc. The items used in the questionnaires were measured using a 5-item scale ranging from “strongly disagree/dissatisfied” (1) to “strongly agree/satisfied”

3.3. Procedure
The questionnaires were distributed and gathered through personal visits and postal mails to the offices of both the organization by requesting prior formal permission from the top management of the organizations. The management at their part was really cooperative for providing any type of assistance.

The travelling across country was difficult that is why the letters with questionnaires were forwarded to the top managers of both the organizations through out the country stating and requesting the purpose/nature of the study and the benefits of it. The managers took interest and assisted in completion of questionnaires from their colleagues and subordinates.

The responses were gathered in a time span of more than three months. Later the data gathered was screened and processed through Statistical Package for Social Sciences (SPSS). The incomplete responses were removed for better results. The tests employed for analysis include mainly ANOVA and Regression analysis. The results are presented in the up-coming section.

4. RESULTS
4.1. Demographic information
56.7 percent respondents were from Habib Bank Limited and 43.3 percent respondents took part from Pakistan Telecommunication Company Limited. The majority of the respondents are male (66.1%) and working at their work places for more than 02 years. Maximum of the respondents in both the organizations worked at middlelevel management (54.4%).

4.2. ANOVA test
The results are shown in table 1. The significance values (0.843, 0.934) show no significant difference with respect to employee work satisfaction and work life balance at all the management levels.
4.3. Regression analysis

Results in table 2 indicate that employee work satisfaction has (0.910, 0.000) strong positive and significant relationship with layoff survivors work life balance. The value of R square (0.877) indicates that employee work satisfaction (EWS) (independent variables) accounts for 87.7% variation in the layoff survivors work life balance (dependent variable) means to say that it has a strong impact on balancing work and non work spheres of life. The value of F – statistic (736.639) shows the strong model fitness developed by the interaction of the variables.

4.4. Work life balance facilities

Table 3 highlights the facilities provided the organizations and their percentage usage by layoff survivors. After having employee opinions about the facilities provide by the organization and its usage out of eleven facilities listed in table 3 the maximum facilities availed by the PTCL layoff survivors include lunch breaks, sick leaves and short leaves (100%, 45.5% and 16.0% respectively). Whereas the facilities used by the HBL layoff survivors include lunch breaks, car financing (loans), sick leaves, house financing (loans), child education facilities and social support (94.4%, 89.1%, 78.8%, 66.6% 47.7% and 21.5% respectively).

5. CONCLUSION AND DISCUSSION

The results of the current study are based on the sample of 450 layoff survivors working in two giant organizations, namely Pakistan Telecommunication Company Limited (PTCL) and Habib Bank Limited (HBL). The results depict that no significant differences are found in employee satisfaction and balancing their work life activities at all the stages of management (Top, Middle and First Level). The results of regression analysis pose a strong positive relationship between the variables. This is the ever first study, the researcher is aware of, regarding testing the relationship of employee work satisfaction and work life balance. Maximum of the earlier research studies have examined the relationship other way round that is work life balance versus employee work satisfaction/job satisfaction.

Nadeem and Abbas (2009) tested a relationship of work life conflict and job satisfaction in a sample of Pakistani employees and revealed a negative relationship of the variables and suggested that the supportive management can be a medicine to minimize the conflict and enhance satisfaction among employees. Malik, Zaheer, Khan and Ahmad, (2010) examined a relationship of work life balance/ work life conflict and job satisfaction in a sample of MBBS doctors in Pakistan and revealed no significant effect of work life balance on job satisfaction.

After going through several studies it is obvious that the term work life balance has been defined in different by different authors and no consensus have been developed by the authors. Moreover the authors who have provided the definitions belong to other parts of the world and none of the author belongs to Pakistan.

While looking at the eleven facilities list PTCL layoff survivors are the people using very less facilities as compared to HBL layoff survivors. There can be two explanations to it. Firstly, the organization (PTCL) is offering less work life balance facilities. Secondly, the employees (layoff survivors) are unaware of the facilities available at the organization for balancing their work and non work activities.

6. IMPLICATIONS AND RECOMMENDATIONS

The results of the study are important for the researchers in a sense that they can consider the results as a guideline for further research especially in the same region. The study is also crucial for the managers of government and non – government organizations, profit or non for profit organizations, national and multinational
organizations in a sense that the satisfied employees are the assets of any organizations and arrangements are to be made for betterment and satisfaction of employees that leads to more satisfaction of employees at work and motivates them to retain their jobs with a sense that they are better managing their work ad life responsibilities. By adopting the work life balance practices the organizations can also give a sense of social responsibility that the organizations are not only concerned with the profit earning activities but they also are concerned with non business activities like taking care of the families of the workers.

Whether it is a male employee or female, he/she has to take care of the family and the social setup prevailing in the society. So it is the responsibility of the organizations to provide them a comfortable work environment in which the employees feel free and perform to the maximum that leads to organizational better performance. Offering employees the work life balance opportunities enables them to show more responsibility towards their work and have a sense of security while working there.

The studies conducted in Pakistani organizational environment have not clearly defined work life balance so there is a need to properly define and understand the concept of work life balance and the ways to maintain the balance. There is a need for the organizations operating in Pakistan to develop a work-life policy that respects individual, customer and organizational needs. Same set of work life balance facilities available at the organizations will help the management of the organizations to retain their employees with higher satisfaction levels.

The studies conducted so far in Pakistani organizational environment are unable to highlight the work life balance and work life balance practices in concrete terms. So there is a need to make this concept more clear to examine its effect on other human and organizational factors.

The study still leaves an issue to be explored in detail that either satisfied employees manage well to balance their work and life activities or the provision of work life balance opportunities leads to satisfaction of employees.
References


Khan N.V. (2006). *Personal management*, Pg (132 to 134)


### Table 1

#### ANOVA

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>EWS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Between Groups</td>
<td>.488</td>
<td>2</td>
<td>.244</td>
<td>.171</td>
<td>.843</td>
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<td>Within Groups</td>
<td>145.074</td>
<td>102</td>
<td>1.422</td>
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<td>Total</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>WLB</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between Groups</td>
<td>.183</td>
<td>2</td>
<td>.092</td>
<td>.068</td>
<td>.934</td>
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<tr>
<td>Within Groups</td>
<td>137.170</td>
<td>102</td>
<td>1.345</td>
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<tr>
<td>Total</td>
<td>137.354</td>
<td>104</td>
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</table>

### Table 2 Linear Regression Analysis

Regression coefficient, st. error in parenthesis, t-values in brackets and p-values in italics

<table>
<thead>
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<th>Constant</th>
<th>EWS</th>
<th>R²</th>
<th>F Statistic</th>
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<tr>
<td>0.178</td>
<td>0.910</td>
<td>0.877</td>
<td>736.639</td>
</tr>
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<td>(0.090)</td>
<td>(0.034)</td>
<td></td>
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<tr>
<td>[1.974]</td>
<td>[27.141]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0.051</td>
<td>0.000</td>
<td>0.000</td>
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</tbody>
</table>

*Dependent variable: Work Life Balance (WLB).
*Independent variables: Employee Work Satisfaction (EWS).

### Table 3

#### Work life balance facilities offered to employees

<table>
<thead>
<tr>
<th>Facilities</th>
<th>PTCL Frequency</th>
<th>%age</th>
<th>HBL Frequency</th>
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<tr>
<td>Part time work</td>
<td>15</td>
<td>03.33</td>
<td>08</td>
</tr>
<tr>
<td>01.77</td>
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<td></td>
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<tr>
<td>Sick leave</td>
<td>205</td>
<td>45.50</td>
<td>355</td>
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<td>78.88</td>
<td></td>
<td></td>
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<tr>
<td>Education leaves</td>
<td>50</td>
<td>11.11</td>
<td>106</td>
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<tr>
<td>23.55</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Flexi time (short leave)</td>
<td>75</td>
<td>16.66</td>
<td>15</td>
</tr>
<tr>
<td>03.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child care at work place</td>
<td>00</td>
<td>00.00</td>
<td>00</td>
</tr>
<tr>
<td>00.00</td>
<td></td>
<td></td>
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<tr>
<td>Child education facilities</td>
<td>44</td>
<td>09.77</td>
<td>215</td>
</tr>
<tr>
<td>47.77</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>House financing</td>
<td>39</td>
<td>08.66</td>
<td>300</td>
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<tr>
<td>66.66</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car financing</td>
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<td>00.00</td>
<td>401</td>
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<tr>
<td>89.11</td>
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<td></td>
<td></td>
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<tr>
<td>Social support</td>
<td>00</td>
<td>00.00</td>
<td>97</td>
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<td>21.55</td>
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<td></td>
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<tr>
<td>Fitness center</td>
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<td>15</td>
</tr>
<tr>
<td>03.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lunch break</td>
<td>450</td>
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<td>425</td>
</tr>
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<td>94.44</td>
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