



Impact of Work-Life Balance on Employee Performance

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Abstract:

Introduction: In the study of organizational management, the organizational citizenship behavior (OCB) is a significant variable. Building relationships and performance within the organization can be challenging. This study sought to determine the relationship between the staff at Hospital's quality of work life, job stress, job satisfaction, and civic behavior.

Materials and Methods: Health care job stress, job satisfaction, and citizenship behavior questionnaires were all used to gather data. to assess the questionnaires' reliability. The Pearson Correlation Test, T test, Regression, and Path analysis were used to analyze the data.

Results: The findings indicate a significant positive relationship between citizenship behavior, job satisfaction, job stress, and the quality of work life. Given that it could predict about 18% of citizen behavior, the quality of work life is the most significant independent variable.

Conclusion: Because OCB is entirely voluntary, interactions and organizational practices have a greater influence on participants' behaviors. The ability to manage employees' level of organizational citizenship behavior is thus fair to organizations.

Keywords: Citizenship behavior Job satisfaction Job stress Hospital personnel Quality of work

I. Introduction

Organizational Citizenship Behavior (OCB) has received a lot of attention in the literature because it has been a significant construct in psychology and management for the past 20 years (1).

An important element that can help an organization survive is OCB. According to research, an organization's citizenship behavior is impacted and affected by employee satisfaction, organizational commitment, organizational justice, career development, age, tenure, personality, motivation, and leadership. Although there is growing interest in OCB, the majority of research has concentrated on a small number of potential antecedents. For instance, a meta-analysis of 55 OCB studies was carried out by Organ and Ryan. They concentrated on aspects of the workplace that relate to fairness, organizational commitment, leadership

considerations, and personality traits. According to some studies, job satisfaction, one aspect of workplace attitude, is a reliable indicator of workers' productivity. Unfortunately, there is little solid empirical support for a link between satisfaction and productivity according to industrial and organizational psychologists. Although task performance researchers have looked into job satisfaction, little is known about how intrinsic and extrinsic job satisfaction variables affect OCB.

In order to measure the two OCB dimensions (OCBI and OCBO) and investigate how OCB relates to the two aspects of job satisfaction, this study was created (intrinsic and extrinsic). Work has historically played a significant role in people's lives (2).

Quality of Work Life (QWL) is now considered to be a crucial aspect of overall quality of life. A high QWL is also essential for businesses to draw and keep talent (3). People are the most valuable resource in the organization because they are reliable, responsible, and capable of contributing significantly. As such, they should be treated with respect and dignity, according to the QWL philosophy and set of guiding principles (4). In essence, QWL is a multidimensional concept and a method of thinking about people, work, and how it is structured. QWL is crucial to organizational success and has a significant impact on employee motivation at work (5). Although research on QWL has been done since the early 20th century, there is disagreement over what the term actually means. However, there is consensus among experts in this particular field that it is a subjective and dynamic construct. The management of all physical, technological, social, and psychological factors that have an impact on culture and revitalize the workplace has come to be known as QWL in recent years. Sometimes, both the impact on employee well-being and the business's productivity are taken into account. Additionally, it is sometimes linked to the specific features of the technologies adopted by businesses and their effects, as well as to economic factors like pay, incentives, and bonuses, or even to aspects related to one's physical and mental health, safety, and the overall wellbeing of the workforce. (4).

Currently, the majority of empirical research on QWL and job satisfaction points to new ideas and concepts for the field (6).

Although the terms "quality of work life" and "job satisfaction" are sometimes used interchangeably, many experts contend that the terms "quality of management science" and "job satisfaction" are conceptually distinct. The quality of life has an impact on job satisfaction (7). A behavioral phenomenon that includes job satisfaction is the general attitude that people have toward the goals of their jobs. Like many other variables, job satisfaction is a phenomenon that is shaped by a variety of factors and is influenced by a variety of factors. Employees are unquestionably happier, more productive, and better able to help organizations achieve their goals.

Understanding job satisfaction can directly contribute to the accomplishment of an employee's vision, goals, and daily responsibilities (8). Since it is widely acknowledged that job satisfaction contributes to employees' physical and mental health, it has a significant impact on work-related behaviors like productivity, absenteeism, turnover rates, and employee relations (9). Additionally, it has a significant impact on raising organizations' financial standing (10).

So, one crucial organizational objective is to comprehend employee job satisfaction. For organizational and industrial psychology, job satisfaction has been a key focus. When defining job satisfaction, Locke's (1) definition of it as a "pleasant or positive emotional state resulting from the appraisal of one's job or job experiences" is frequently cited. The evaluation takes into account a number of factors related to the job, including pay, working conditions, coworkers and the boss, career prospects, and, of course, the fundamental aspects of the position itself (11).

The pattern of emotional, cognitive, behavioral, and physiological responses to negative and toxic aspects of work-related content, work organization, and work environment is known as occupational stress. Workplace-related stress was referred to as occupational stress (12). The responsibilities related to the work itself may be the cause of the stress. If it is not effectively and efficiently managed, work-related stress can have an adverse impact on both physical and emotional health. It has been connected to sickness, lower productivity, higher health care costs, and absenteeism. Occupational stress is a highly subjective concept that affects each person

differently. It can be both positive and negative (13).

Organizations should be concerned about occupational stress for four main reasons: general concern for employee health, cost of healthcare, organizational effectiveness, and legal compliance with worker compensation programs. Organizations now care about more than just financial gain. A more comprehensive assessment of the organization's success and return on investment takes into account factors like employee satisfaction, health, workplace accidents, employee turnover, absenteeism, and productivity.

The negative effects of work stress on employees' performance and productivity, including hospitalization, compensation, loss of enthusiasm for one's work, missing deadlines, and reduced output in terms of both quality and quantity (14). Therefore, it is essential to comprehend the factors that significantly and favorably contribute to the development of this positive behavior within the organization. The goal of the current study was to better understand the connections between the staff at Hospital's quality of work life, stress at work, job satisfaction, and civic behavior. Resources and Procedures

A descriptive and correlational survey was conducted. In this study, a random sampling was used to achieve the research objectives. 158 employees were chosen based on the Morgan table. There were 102 men and 56 women there. All of the Hospital staff received 158 standard questionnaires from the researchers. Four questionnaires made up the research tools: the Walton quality of work life scale; organizational citizenship behavior; job satisfaction; and hospital job stress. The Walton Quality of Work Life Questionnaire was used in this study.

The work organization (five items), social relevance of work life (three items), total life space (four items), social integration in the work organization (four items), and human advancement capabilities make up the 19 items in this questionnaire (three items). The quality of work life is also evaluated using a one-to-five-point scale in this questionnaire. This questionnaire's reliability has been reported to be 0.926. (15). Participants were informed of the study's objectives prior to filling out the questionnaire and were given the assurance that the information would only be used for research and would be kept private. It was anticipated that each questionnaire would take ten minutes to complete. Participants were also urged to ask questions and, if necessary, seek clarifications. Behavior of Organizational Citizenship (OCB): Podsakoff et al. developed this 24-item scale (1). The scale has five components: civic virtue, sportsmanship, courtesy, conscientiousness, and altruism. The scale for civic virtue has four items, compared to the five items for conscientiousness, sportsmanship, courtesy, and altruism.

There are only five negatively keyed items (2, 7, 12, 17, 22). A six-point Likert scale is used to grade responses to the items. Low scores reflect poor organizational citizenship, while high scores reflect excellent organizational citizenship. The average of the scaled items for each dimension will be used to calculate a score for that dimension, which will then be used to calculate the overall score for general organizational citizenship behavior. Each dimension's reported internal consistency reliability ranged from 0.70 for civic virtue to 0.85 for sportsmanship, courtesy, and altruism. Internal consistency reliability was found to range from 0.50 (conscientiousness) to 0.80 (altruism) in the current study (11). Six subscales of the job stress survey instrument were used to gauge the level of job stress among hospital nurses (change, relationship, support, control, demand and role). 39 questions on this survey were created by the UK's Health and Safety Executive (HSE). A Likert scale with a five-point range (from strongly disagree to strongly agree) was included for each statement (16). The Job Satisfaction Scale (Warr et al., 1979) is a 15-item, five-point Likert type scale that ranges from 14 very dissatisfied to 54 very satisfied. Test-retest correlation and 0/85-0/88.

II. Results

The null hypothesis is disproved by the tables and a confidence interval less than or equal to 0/05, and the primary research hypothesis will be supported.

Table1: correlation

Citizenship behavior	Quality of work life	Job stress	Job satisfaction
Correlation coefficient	0/354	0/101	0/071
P	<0/000	0/02	0/01
N	158	158	158

The average difference between the two groups (men and women staffs) is significant, as shown by the t test table with a level of significance under Criterion P=0/000 (P0/05).

Table2: T test

staff Job satisfaction	number	mean	Standard deviation	Degree of freedom	T test	Significant level
Female	56	53.15	4.016	138	4.3	<0/000
male	102	50.48	4.337			

The degree of job satisfaction between male and female employees, then, is very different. In other words, as shown by the aforementioned data, female workers are happier with their jobs than male workers.

Table3: Regression

model		Fixed	Quality of work life	Job satisfaction	Job stress
Non Standardized coefficients	B	40/966	0/325	0/178	-0/181
Non Standardized coefficients	Standard error	0/360	0/050	0/050	0/060
Standardized coefficients	Beta	-	0/271	0/166	-0/172
T		13/800	9/855	2/550	-3/395
Significance level		<0/000	0/185	<0/000	<0/000
F In each step		-	160/761	69/697	89/291
Significance level		-	<0/000	<0/000	<0/000

Citizenship behavior is the dependent variable. The independent variables are the quality of work life (Model 1), the quality of work life and job stress (Model 2), and the quality of work life and job satisfaction (Model 3). 0.166

The multivariate regression's key findings are shown in the following table.

The above table's Beta coefficients illustrate how independent variables' effects on civic behavior reveal the importance of work-life balance factors: Beta • 0.271 is more crucial than the other variables, which are listed in ascending order of significance.

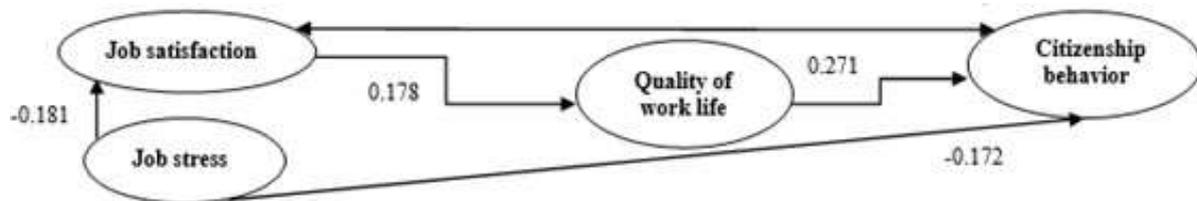


Figure 1: Path analysis: A method for the direct and indirect effects of independent variables on the dependent variable as a causal mechanism. Above are the main results of the path analysis.

III. Discussion

The following questions were investigated in this study, Considering the Literature Review:

- Were the quality of work life, job stress, job satisfaction, and citizenship behavior related?
- Were job satisfaction, job stress, and work-life quality related?
- Did job satisfaction differ between men and women?
- Can job satisfaction, stress at work, and employee citizenship behavior be predicted by these factors?

The methods used included path analysis, independent t-test, analysis of variance, multiple regression, and Pearson correlation. The null hypothesis is disproved by the tables and a confidence interval less than or equal to 0/05, and the primary research hypothesis will be supported.

The degree of work-life quality, work-related stress, job satisfaction, and civic behavior are all significantly correlated. It should be noted that job stress and quality of work life are inversely correlated, which means that as staff stress increases, so does quality of life and vice versa. The most popular method for multivariate regression, which was used in this study, is a step-by-step approach. The independent variables are inserted into the equation in this order of significance.

However, after entering the variable's, previously imported variables are always reexamined for significance if the model's level is decreased. In the study of organizational management, the organizational citizenship behavior (OCB) is a significant variable.

It contributes to improving performance and relationships within the organization. In contrast to other organizational behaviors exhibited by the employees, OCB is the employees' private behavior, which the employer finds challenging to pinpoint because it was personally implemented by the employee. Job satisfaction, organizational commitment, and work-related stress are different predictors of organizational citizenship behavior (OCB). All of the variables are helpful to the company in preventing employee problems, and if they are not used, the company will experience employee issues like low productivity and poor performance. To lessen or resolve the employee's issue within the company, employers should create a favorable work environment. The results also demonstrate that only one aspect of organizational commitment has a favorable direct impact on OCB. The study also shows a relationship between job satisfaction, quality of life at work, and occupational stress and OCB. OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the efficient and effective functioning of the organization" by Organ (1988). Organizational citizenship behavior is more focused on the smooth operation of the organization than it is on the employee's informal job requirements. It focuses more on one's own personal judgment and matters of choice, such as an employee's attitude, which should be conscientious, polite, helpful, and cooperative

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