Impact of Organizational commitment on the Work life Balance of Management Institute Employees

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Abstract: Most individuals find it almost impossible to reconcile work and private life in today's workplaces. Sustainable policies in the work setting should be agreed to ensure improved job satisfaction by allowing workers more study time and a fair timetable. This study blends work-life harmony and organisational commitment in a novel way. The motivation is that management institution employees have heavy hours and their commitment to work may be related to work-life balance. The research includes a survey involving 250 employees working in management institutes in Delhi / NCR and data analysis have been done using the SPSS, data was evaluated wherein the descriptive statistics, Pearson's correlation & variance analysis where conducted towards objectives of the research. The findings showed that WLB and OC had a positive correlation. In comparison, there is a significant difference in the organizational commitment and work-life balance of management employees.

Keywords: Work–lifebalance,Organisational commitment, Management employees, Delhi/NCR

1. Introduction

The management institution's organisational commitment requires not just to involvement throughout academic activities, and moreover intensive participation in research activities which can often establish an imbalance between someone's personal and organisational duties (Eatson 2003). Family matters are becoming more and more important to

organizations as the nature and composition of the workforce is changing and will continue to change in the years to come (Kossek et al 2010).

Organizational progress relies mostly on organization's workers including overall adherence to a collection of ideals, standards or convictions. Those ideals describe both of the organization's uniqueness as well as the basic way with which it needs to work. Employees' dedication to something like a shared mission for mission within in the organisation and also to individuals is essential to both the company's productivity. That dedicated employee has a good feeling of individual honesty and self-confidence what makes him prepared to share responsibility for the success, That stresses continuous self-improvement purposefully. The mixture of a clear and constructive commitment towards oneself as well as a collection of values makes the company more efficient, where even the commitment becomes directly connected to the employee's efficiency, satisfaction, enjoyment, employment, absenteeism or mood. (Gulbahar et al. 2014).

This same correct emphasis among "work" (career or ambition) upon this one hand but "life" (health, fun, leisure and family) in another is work-life balance (WLB). This also requires the importance of employment over families, long hours of work, but intensification of work. For large organisations, developing a corporate culture that respects WLB is really a long-term task. It means change the electrical people speak and act regarding their jobs and the WLB because then, irrespective of gender and seniority only within organisation, by use of flexible work options as well as other work life strategies becomes embraced and common for all. In general, organisations which support WLB would benefit from improved employee participation, Discretionary attempts and indeed efficiency (Deery and Jago, 2015). The purpose of this research is to investigate the influence of organisational commitment on the work-life balance among management institution employees.

2. Review of literature

WLB have achieved scholarly & political significance across the globe as a measure of the quality quality life (McGinnity and Whelan, 2009). Academics and professionals continue to be interested in studying WLB, because it is being seen as a way to improve OC and that of other staff (Choo et al., 2016).For organisational performance and participation throughout work, engagement issues seem to be central to WLB (Nwagbara&Akanji, 2012). The stresses on professional and personal life become especially strong in today's dynamic and fast-paced work world as individuals attempt to play several positions, causing an uptick in work-life imbalance throughout the form to marital tension of marital stress. (MacInnes , 2006; Roberts, 2007), Absenteeism and attrition have risen (Deery, 2002; Wang and Walumbwa, 2007), problems with recruiting (Doherty, 2004) and psychosomatic effects (Burchill et al., 1999; Lewis, 2003). In addition to social pressures, this situation influences the engagement and performance that women bring to the workplace. (Aziz and Cunningham, 2008; Kaufman and Uhlenberg, 2000; Lambert et al., 2006). The challenge of reconciling work life and personal life thus reduces employee engagement, CO, which contributes to recruitment. (Arif and Farooqi, 2014).

Numerous studies it has been shown that OC, amongst many other factors, predicts and forms work satisfaction, absenteeism, conduct of corporate citizenship, efficiency, turnover, as well as WLB (Greenhaus and Beutell, 1985; Lambert et al., 2006). Studies had been carried out to explain the role of WLB in CO improvement which, in turn, that productivity of even an organisation. (Biwott et al., 2015; Cegarra-Leiva et al., 2012; Choo et al., 2016; Fapohunda, 2014; Wayne et al., 2013). Studies performed through Akintayo (2010), Atkinson (2011), Kim (2014), Nwagbara including Akanji (2012) but instead O'Neill et al. (2009) on the effect of WLB on employee motivation showed that there is indeed a substantial employee connection regarding WLB and OC. Its other analyses in cross-sectional analysis undertaken through Deery and Jago (2015), Kopp (2013), Malone and Issa (2013), Smeaton et al. (2014) and Tayfun and Çatir (2014) This

has also demonstrated that there is still a good WLB-OC relationship. Evangelista et al. (2009), Greenberger et al. (1989), Malan (2010), and Wallace (2006) found, nevertheless, that there had been no definitive connection between WLB and OC. In numerous health organisations, numerous transnational, intercultural including cross-cutting research have been undertaken so far, Define that various operational effects are affected either by integration of work and family life (Azeem and Akhtar, 2014; Barnett and Gareis, 2002; Ferreira, 2014; Mafini and Dlodlo , 2014; Poulose, 2017; Pryce et al., 2006; Reumkens, 2011; Russo and Buonocore, 2012; Sakthivel and Jayakrishnan, 2012; Varma et al., 2016). Management institutes throughout India become relevant since, within both terms of income of employment, there are emerging as among the education sectors that's already driving greater research presence in the country. Throughout this course, the case study is indeed an attempted.

3. Objectives

The study aims to:

- Examine the relationship between work-life balance and organizational commitment.
- Examine the difference in organizational commitment of management employees.
- Examine the impact of demographics characteristics on work-life balance and organizational commitment.

4. Methodology

Quantitative and qualitative research approaches were implemented in this multi-organizational comprehensive cum explorative cross-sectional analysis. The research used data from in-depth interviews with impressions to gather responses from participants in relation with personality survey questions. The research sample consisted of 250 employees working in management institutes came from different population classes including categories, including associate professor, assistant professor, professor including administrative staff of both the Delhi/NCR, India, public and private

management institutes. Students were interviewed by the a stratified random sampling procedure that provided a quota set for and group of workers across selected secondary schools management.

4.1 Sample profile

As seen in Table I, out from under a total of 250 respondents, 44 per percent were in the 21-30 age group, 27.2 percent cent were in the 30-40 age group, 19.6 percent cent would be in the 40-50 age group, and 9.2 per cent were over 50 years old. More than 53.2% of them have been married, while 38.8% reported being single, 4.8% were divorced and 3.2% were widowed. Out of 250 respondents, 45.6 percent are diploma holder, 23.6 percent are graduate, 16.8 percent are post -graduate and 14 percent are PhD. 39.2 percent are assistant professor, 22.4 percent are administrative staff, 20.4 percent are associate professor and 18 percent are professor. The majority of the respondents (35.6 percent) were in the income group of Rs 10,000-30,000.

4.2 Research instrument

The analysis was using a 55-item standardised questionnaire, including many multiple items, measured using a five Likert scale. "Across each statement, participants were asked to evaluate their level of agreement between "1" as "strongly disagree" to "5" as "strongly agree" from "1" as "still" to "5" as "neverThe first section throughout the questionnaire aimed towards expose the respondents' socio-demographic data, whilst their last two parts included WLB and OC comments. That WLB scale were self-developed. That scale became made up of 31 objects. In all 31 items, Cronbach's alpha values are observed to be 0.71 that therefore tested that dimensionality among items.The three-component design method by Allen and Meyer (1990) has been used to test each 3 parts of OC, respectively adaptive, consistency but normative commitment, consisting of 24 statements, every component contains two statements.This model were preferred over another models since it takes care of a critical elements of OC and has already been implemented extensively with in Indian sense. Reliability between each scale is also

being verified by a model (affective commitment scale, 0.83; consistency commitment scale, 0.73; but normative commitment scale, 0.75) as well as the elements loaded highest with respective representation variables.

Table I: Demographic status

Demographics	Category	Frequency	(%)
Age	21-30	110	44
	30-40	68	27.2
	40-50	49	19.6
	More than 50	23	9.2
Marital status	Unmarried	97	38.8
	Married	133	53.2
	Divorced	12	4.8
	Widowed	8	3.2
Qualification	PhD	35	14
	Diploma	114	45.6
	Graduate	59	23.6
	Post Graduate	42	16.8
Job position	Associate professor	51	20.4
	Assistant professor	98	39.2
	Professor	45	18
	Administrative staff	56	22.4
Monthly income	Up to Rs 10,000	47	18.8
	Rs 10,000-30,000	89	35.6
	Rs 30,000-50,000	71	28.4
	Rs 50,000-1,00,000	43	17.2

4.3 Tools of data analyses
Via Cronbach's alpha, the findings where tested into reliability was assured mostly during research study by measuring the actual item correlation. A multi-method statistical methodology has been used to analysis the information data which is collected. The Social Sciences Statistical Package (SPSS) version 23 was used to analysis the information obtained.Using skewness but kurtosis what showed that features of even a frequency spectrum, normality became calculated. In define the characteristics with the respondents but construct products, statistical statistics similar as frequencies, ratios, mean, variance or standard deviation was computed. For testing the hypothesis, Pearson correlation, ANOVA and regression analysis have been used.

5. Analysis of results

Work-life balance

That aggregate mean rating of all WLB components has been far taller than the normal mean score (M = 3.465 and SD = 1.3316), what suggests that now the actual status of WLB throughout the organisations under review is reasonably adequate and also that respondents was largely pleased with both the overall condition of WLB throughout their institutions.

Table II.Descriptive statistics for WLB

WLB	Cronbach's alpha	Mean	SD
	0.734	3.465	1.3316

Organizational commitment

The findings of the analysis (refer to Table III) reveal that the total mean score (M = 3,218) for OC becomes high, which suggests which respondents remain overwhelmingly loyal to certain organisations. In terms of consistency dedication, the highest average score ever (mean = 3.768 and SD = 0.9431) that most of workers remain dedicated as their contribute to different expenses and uncertainties throughout the form with accumulated investments or improved job prospects which they might miss if their left certain organisations. That second highest mean value is reached by Affective Commitment (AC) (mean = 3.218 and SD = 0.8843) To suggests that people were also committed as well as emotionally attached to everyone's organisations but instead share to about their employers a value as well as objective congruence. Employees who've been highly dedicated to their organisations show improved optimistic organisational citizenship behaviours but decreased negative attrition cognitions. The normative loyalty, however, also scored their lowest mean value (mean= 3.065 and SD= 0.8767) comparatively, suggesting whether workers hang back with certain bosses although their feel morally obliged to do just that. The extent with which workers stay committed with about their organisations is greatly influenced by social norms. It is associated with a

sense of indebtedness but a desire for reciprocity, when workers believe like their organisations are investing a lot of money in personal growth. An comparison, peer relationships, employer support but long working experience frequently direct employee participation levels.

Table III. Descriptive statistics for OC

Factors	Cronbach's alpha	Mean	SD
Affective commitment	0.712	3.218	0.8843
Continuance commitment	0.767	3.768	0.9431
Normative commitment	0.755	3.065	0.8767
Total		3.356	0.8937

Testing of hypothesis

Relationship between work-life balance and organizational commitment.

In order to check the relationship between work-life balance and organizational commitment, Pearson Correlation is applied.

Table IV: Pearson Correlation between work-life balance and organizational commitment

Correlations			
		Work-life balance	Organizational commitment
Work-life balance	Pearson Correlation	1	.363**
	Sig. (2-tailed)		0.00
	N	500	500
Organizational commitment	Pearson Correlation	.363**	1
	Sig. (2-tailed)	0.00	
	N	500	500

The above-mentioned table shows that work-life balance and organizational commitment are correlated with each other as (r = 0.363, p<0.05), r- value is significant. It means p-value is less than significance mark. Correlation Coefficient value is positive and moderate correlation exists between work-life balance and organizational commitment. Therefore, there is a significant relationship between work-life balance and organizational commitment.

Difference in organizational commitment of management employees.

In order to check the difference in organizational commitment of management employees, ANOVA is applied.

Table V: ANOVA of organizational commitment of management employees

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	86.59	4	21.647	12.880	0.000
Within Groups	24.37	245	0.168		
Total	110.96	249			

Above table reveals that there is a significant difference in organizational commitment of management employees with F=12.880, p<0.05. Therefore, there is a significant difference in organizational commitment of management employees.

Difference in work life balance of management employees.

In order to check the difference in work life balanceof management employees, ANOVA is applied.

Table VI: ANOVA of work life balanceof management employees

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	69.942	4	17.485	11.641	0.000
Within Groups	41.018	245	0.283		
Total	110.96	249			

Above table reveals that there is a significant difference in work life balance of management employees with F=11.641, $p<0.05$. Therefore, there is a significant difference in work life balance of management employees.

Examine the impact of demographics characteristics on work-life balance and organizational commitment.

In order to check the impact of demographics characteristics on work-life balance and organizational commitment, ANOVA is applied.

Table VII: impact of demographics characteristics on work-life balance and organizational commitment

		Work-life balance		Organizational commitment	
		F	Sig.	F	Sig.
Age	Between Groups	11.641	0.000	16.435	0.000
	Within Groups				
	Total				

Marital status	Between Groups	1.124	0.568	15.343	0.000
	Within Groups				
	Total				
Qualification	Between Groups	14.026	0.000	13.356	0.000
	Within Groups				
	Total				
Job position	Between Groups	13.112	0.000	10.128	0.000
	Within Groups				
	Total				
Monthly income	Between Groups	12.224	0.000	11.765	0.000
	Within Groups				
	Total				

Above table indicates that age, qualification, job position, and monthly income have a significant impact on work-life balance except for marital status while in case of organizational commitment, demographic variables have significant impact.

6. Conclusion

A statistically direct link between WLB & OC (r = 0.363, and p-value = 0.000) was observed in the results of this research   . Those other results are in line with several previously papers on the topic . (Choo et al., 2016; Gulbahar et al., 2014; Malone, 2010; Sethi, 2015; Tayfun and Çatir , 2014; Tewari and Bhasin, 2014; Zuhaida, 2013). The different types of WLB (e.g. access with compressed work week, part-time work, flex time or task sharing) open to staff have also been linked to something like a significantly positive link between WLB & OC. Flexible work strategies are important for organisations to fulfil the work-life needs of workers throughout today's dynamic and

rapidly evolving world. Not only for workers, and it is also necessary with employers and guarantee employees' WLB so that they might retain staff. Employers could accept the objective of this research but aim to strengthen the variables correlated with WLBand OC. Those who have Better perspectives into the interrelationship among WLB and OC and their effect on competitiveness of overall operational success were anticipated. This input can be beneficial for organisations to devise or adopt different policies of the WLB. For the meantime, management must take into account the impact of weak WLB and then create a really working environment than builds efficiency by effective human resource strategies to balance work with non-work demands.

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