

The Relationship between Job Satisfaction, Work-Life Balance and Organizational Commitment on Employee Performance

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ABSTRACT

The study examines the influence of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia. The study adopted quantitative research method, collecting the data from two hundred and seventy-one administrative staff respondents by using probability sampling technique. Data collected were analysed using Statistical Package for Social Science (SPSS). The data were analysed using different statistical techniques such as reliability analysis, descriptive analysis, correlation analysis (Pearson Correlation Analysis) and regression analysis (Multiple Regression Analysis). The regression results indicate that all independent variables which are work-life balance, job satisfaction and organizational commitment are positively correlated with the dependent variable which is employee performance. However, the study concludes that for effective employee performance to be enhanced, the level of motivation needs to be improved. This would determine the sustainability of organizational goals either in private or public sector.

Keywords: *Work-life Balance, Job Satisfaction, Organizational Commitment, Employee Performance.*

INTRODUCTION

Employee job performance has continuously been a major challenge in organizational administration. It embraces compelling ways to persuade workers to accomplish and provide higher job performance. Employees are the basic source of benefits and competitive advantage in any organization. In other words, the viability and efficiency of an organization is credited to the viability and productivity of employee's performance. Moreover, employee performance is instrumental to organizational development and productivity (Inuwa, 2016). Therefore, the issue of employee performance is the key to the understanding of organization. Though it can be determined by many factors, the level of effectiveness and efficiency can be measured via employees' performance. This is applicable to many organizations including universities. Within the Malaysian context, administrative

staffs in Northern region universities have issues regarding job performance and these have been getting worse from time to time.

On the other hand, work-life balance has implication on employee behaviours, demeanours, prosperity as well as organizational adequacy. Work-life balance as defined as the equilibrium point between the amount of time and effort spent by a person in his or her work and personal life (Clarke, Koch & Hil, 2004). According to Greenhaus, Collins and Shaw (2003), work life balance can be categorized into three aspects in order to measure it. First is balancing of time, which is regarding the quantity of time set to complete the work and other activities, Second is participation balance, whereas it includes the combination of psychological and commitment to work and other activities or roles.

Meanwhile, according to Bird (2006), work-life balance is considered the most important topic in most boardrooms and also in government halls nowadays. As for that, in the coming decade, it is predicted that it will become as one of the most important issues to be managed by the human resource professionals. As reported by Kehl (2012) in industry Week Magazine, work life balance is ranked as number one while compensation falls into the second rank. In addition, an employee who feels having a good work life balance is considered to work or put effort 21% more compared to employees who are doing more unbalanced work. According to Patton research (Noe, 2013) which was conducted among employees at United States, it is clearly stated that 75% of employees are believed not to have enough time to spend with their children while 61% are not having time for their spouse.

Moreover, job satisfaction is defined as a compensation that employees targeted as an outcome of efficient movement separate from employees' profits (Mustapha, 2013). Satisfaction with administrative guidelines leads to greater managerial productivity due to employee overall performance. Similarly, rewards can also enhance the level of employee's work fulfilment. Shagufta Sarwar (2013) mentioned that the company will be productive when employees are happy with the company's regulations.

Meanwhile, to be committed to the organization there are three important required criteria; full of feeling, continuation, and regulating commitment and final one is full of feeling commitment makes workers to decide whether to go absent or remain with the company. Studies established a few components which include gender attainment, job satisfaction and work ethics that have an effect on the worker organizational commitment (Wang & Hsieh, 2013). Without doubt when employees are satisfied with their job it leads to high performance. Moreover, employee commitment has a huge impact on employee performance.

Finally, this study investigates the impact of work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia.

However, the present study research objective is investigate the impact of work life balance, job satisfaction and organisational commitment on employee performance among administrative staff in Northern region universities in Malaysia.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Employee Performance

Employee performance is totally crucial for the organization. Because, it helps the organization rise and develop the capability of the company's employees. Also it explains to the organization that a great facility and the interaction between employees and the facility affect the company. It is important to understand company needs to create policies that will increase employee effectiveness. An employee's job performance depends on or could be a consequence of some combination of ability, effort, and chance. But, the measurement may be done on the outcomes or results produced (Ferris et al., 1998). Performance is outlined as the record of outcomes created on a specified job function or activity during specified time period (Russell, & Bernardin, 1998).

Base on this discussion, performance is a set of results made throughout a definite period of time. Therefore, the researchers have established the operating meaning of performance of employees for this study purpose that is, "achievement of targets of the tasks assigned to employees within particular period of time". According to Ilgen and Schneider (1991), performance is not only related to the action but also includes judgment and analysis of method. According to Viswesvaran and Ones (2000), employee performance refers to the behavior, accessible actions and results that workers engage in or bring about which contribute and are connected to organizational objectives.

Work-life Balance

Many studies show that work-life balance started in the nineteen seventies as a consideration to produce quality childcare programs and increase worker assistance programs that were made to create specialists with focal point to increase levels (Harrington, 2007). Offering assistance programs is vital to employees who have family problems. Lockwood (2003) defined work life balance as a technique to handle individual and work duties.

The idea of work-life balance deals with the methods of balancing that an individual makes between competing requests of home and work. In other word, it reflects how people do or ought to satisfy their business related and individual obligations using a technique that an overlapping circumstance is not made (Konrad & Mangel, 2000). Work-life balance is essential particularly when institutes have to manage extraordinarily technical professionals because their high loyalty and commitment are required for the achievement of the institute.

Furthermore, according to Clark (2000) balancing work and life is development of having a perfect balance between the vocation of a private or personal life and all of their several associations. Felicity (2013), expressed that as WLB imperative in upgrading representative execution at work and private.

Many studies have found that a positive relationship exists between work-life balance and employee performance. The relationship between work-life balance and employee performance is not new in the current literature and it has been investigated extensively since a long time ago. According to Anitha (2014), there is a significant relationship between work-life balance and employee performance. She clarified that when employees are able to balance between their work and other

activities they can put big contribution to their organizations. So, it influences their job performance. Hence based on above point, the first hypothesis proposed in this study is as follows:

H1: There is a positive relationship between work-life balance and employee performance.

Job Satisfaction

There are numerous different concepts of job satisfaction developed by different scholars. These diverse approaches exist because of each employee has a distinctive feeling and response to his or her organization. To measure and define job satisfaction can be challenging because it relates to the employee's attitude as well as ability to accomplish the required task, the communication in the organization and how the management treats their employees. The most commonly cited job satisfaction definitions cited are discussed in the following paragraphs.

According to Varoom (1964), job satisfaction emphasizes on the role of the worker within the workplace. Job satisfaction is affective orientation on the part of individuals toward work roles that they are presently occupying. Hoppock defined job satisfaction as any arrangement of physiological, psychological and environmental circumstance that affects an individual truthfully to say "I am satisfied with my job" (Hoppock, 1935). Concurring to this approach, in spite of the fact that work fulfilment is underneath the impact of different external components, it remains something inside that drives the employees to do, because work fulfilment presents a collection of things that cause a sense of fulfilment.

Furthermore, job satisfaction clarifies in what way a person is satisfied by his/her work. It is expected that employees would be more fulfilled with their job if they are satisfied and enjoyable in doing their job (Noah & Steve, 2012). Essentially, Robbins and Judge (2013) also explained that job satisfaction depicts a positive perception towards a particular job, resulting from assessment of its characteristic. In other words, workers who sustain extraordinary level of job satisfaction hold positive discernment towards their work. On the opposite, employees with low satisfaction tend to have bad perception toward their job.

According to Pugno and Depedri (2009), the relationship between job satisfaction and employee performance is clear. Their research shows that job satisfaction is found to be positively correlated with employee performance. Moreover as discussed by Coomber and Bamball (2007), employees with high job satisfaction will work in healthier mood and they are ready to learn more skills which can lead to promotion in their job performance. This view is supported by Leroy, Anseel, Gardner and Sels (2015) who also clarified that the positive feeling toward their job and higher motivation will result in higher performance. Therefore, based on above discussion, the second hypothesis proposed in this study is as follows:

H2: There is a positive relationship between job satisfaction and employee performance.

Organizational Commitment

For the last three or four decades organizational commitment has become one of the popular construct. Like any other psychological construct, it is very tough to have a universally acknowledged definition. In any case, it has been characterized and measured in numerous distinctive ways. Many definitions and measures have the common point that organizational commitment is considered to be a sure linkage of the person to the organization (Mathieu &Zajac, 1990).

Organizational commitment can be defined as relative power of an individual's identification with and association in every specific organization. It can be characterized by three factors: 1) a powerful belief in and acceptance of organization's objectives and values; 2) a willingness to exert considerable effort on the behalf of the organization; and 3) a powerful need to take care membership within the organization (Abou Hashish, 2017).The interest concerning organizational commitment is the belief that extremely organizationally committed employees are theorized to interact in more citizenship activities, display higher job performance(Jaros, 1997) and other comparable desirable behaviors. According to Wombacher&Felfe (2017), organizational commitment is a basic component in analyzing and clarifying the employee's behaviors in his/her organization. Besides, organizational commitment is a sense of dedication, willingness to put efforts and intention to keep employed in a particular company for an extended period of time (Das, Byadwal& Singh, 2017).

Another viewpoint is from "exchanged-based definition" or "side-bet" theory (Becker, 1960; Aluto, Hrebiniak& Alonso, 1973). This theory holds that people are committed to the association as far as they hold their positions, irrespective of the stressful conditions they experience. However, should they be given elective benefits, they will be willing to leave the organization. Moreover, organizational commitment is described as the psychological likings and devotion that employees have to their organization (Farahani et al. 2011). Analysts contend that organizational commitment could be considered a bond or link between an employee and organization, as both employees and organizations advantage from employees' organizational commitment (Fulford& Rothman, 2007; Mathieu &Zajac, 1990). In addition, Qureshiet al. (2011) defined organizational commitment as the feeling of duty that an employee has toward the mission of the organization.

Certainly, workers' organizational commitment is among attitudes that might result in high employee performance. Employees who are committed to their organization are more likely to be predominant entertainers than the less committed workers as they apply extra exertion for the sake of the organization victory in achieving its destinations and missions (Jafri &Lhamo, 2013). Workers with higherfew commitment are anticipated to be more spurred and performing at most elevated levels of execution (Berberoglu&Secim, 2015).

According to Sutanto (1999), there is a significant and strong relationship between organizational commitment and employee performance. In this context, he explained that committed employees give a big contribution. Additionally, Sutanto (1999) also emphasized that organizational commitment is a key factor and equally

important because it can have powerful effects on employee performance. Thus, third hypotheses proposed in this study is as follows:

H3: There is a positive relationship between organizational commitment and employee performance.

METHODOLOGY

Table1: The number of administrative staff

University	Total number of administrative staff	Resource
UUM	1,767	UUM, Registrar Department, 2017
UniMAP	1,580	Chief Assistant Registrar at UniMap, 2017
UiTM Arau, Perlis	535	UiTM Perlis Official Website, 2017
USM	1,868	USM Official Website, 2017
Total	5,750	

The population of the study composed of 5,750 administrative staff in Northern region universities in Malaysia which are Universiti Utara Malaysia (UUM) and Universiti Malaysia Perlis (UniMAP), Universiti Teknologi Mara (UiTM), Arau, Perlis and Universiti Sains Malaysia (USM). Therefore, based on the study Krejcie and Morgan, (1970), the sample size should be 357 respondents.

RESULTS

Table2: Outcome of multiple regression (Employee performance)

Coefficients	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Model 1 (Constant)	0.822	0.181		4.552	0.000
Work-life balance	0.170	0.047	0.183	3.604	0.000
Job satisfaction	0.142	0.046	0.174	3.105	0.002
Organizational commitment	0.509	0.060	0.487	8.533	0.000

a. Dependent Variable: Employee performance

The above table illustrates multiple regression results and presents the influence of work-life balance, job satisfaction and organizational commitment on employee performance. As depicted in Table 4.8, the three variables examined in this study: work-life balance ($\beta=0.183$, $t=3.604$, $\text{sig}=0.000$), job satisfaction ($\beta=0.174$, $t=3.105$, $\text{sig}=0.000$), and organizational commitment ($\beta=0.487$, $t=8.533$, $\text{sig}=0.000$) were found to be significant in predicting employee performance.

Discussions

Three hypothesis were developed for this study in which are related to work-life balance, job satisfaction and organizational commitment that are treated as the independent variables while employee performance is treated as the dependent variable.

The first outcome of hypothesis testing explains that work-life balance has a significant and positive relationship with employee performance. It obviously indicates that improvement in work-life balance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UITM, Arau, Perlis and USM) leads to increase and higher performance. In other ways, the results from this study indicates that when administrative staff actually feel the importance of work-life balance which significantly will influence their job performance.

Other than that, this study becomes an additional support for previous studies such as Johari, Tan, and Zulkarnain's (2017) in which they also suggest that work-life balance has a significant relationship with employee performance that supports the claim that the work-life balance affects efficiency and effectiveness of employee performance especially among administrative staff in Northern region universities in Malaysia.

To sum up, it can be conclude that this result answered the research question and objective that has been built for this study. It statistically proved that, work-life balance truly affect employee performance.

The result of the second hypothesis testing clarified and signifies that job satisfaction is positively related to employee performance. It explains that an increase in job satisfaction of administrative staff in Northern region universities also, will result on higher performance.

Job satisfaction contains intrinsic and extrinsic elements. When administrative staff have high level of job satisfaction it can trigger to them to work harder so that they will achieve higher job performance. Furthermore, intrinsic factors for job satisfaction play their role. When administrative staff get appreciation from the management, they tend to become motivated. As a consequence, they will transfer their motivation energy to work harder that significantly will give positive impact to their job performance.

Therefore, it shows that higher job satisfaction improves significantly the performance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UiTM, Arau, Perlis and USM) which will help each university

achieve their mission and vision as well as objectives. Consequently, the hypothesis is supported.

The final result of the hypothesis testing which is organizational commitment also shows positive relationship with employee performance. The result explains that administrative staff in Northern region universities possess a positive and good commitment which can lead to higher performance of the administrative staff.

Furthermore, administrative staff are expecting to have higher levels of organizational commitment to their organization. An employee who accepts, in acknowledges and supports the organization objectives is more likely to contribute to their organization and has the inclination to advance his/her level of job performance. The administrative staff demonstrated that they would be cheerful to work until resignation and they are eager to accept nearly any kind of responsibilities to keep working for their organization.

The result of this hypothesis is in link to previous researchers for example Setyaningrum, Setiawan and Surachman (2017) who also recommended that organizational commitment has a significant and direct relationship with employee performance. Hence, the hypothesis is supported. So, the result shows the higher organizational commitment improves the performance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UiTM, Arau, Perlis and USM).

Conclusion

As a conclusion, the main objective in this study achieved via different analysis as discussed earlier. Therefore, there is clear indication that all independent variables were positively related with dependent variable. This suggests that work-life balance, job satisfaction and organizational commitment have a significant relationship with employee performance.

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