

# Conceptualising the Impact of Work-Life Balance on Job Satisfaction - Can the Issues be resolved among Nurses?

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## ABSTRACT

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In the nursing world, work-life balance has become a prominent issue. Nurses are drawn into a variety of directions which require them to be multitasking. The excessive workload of nurses creates an imbalance between professional and personal life. Thus, this study aims to propose a conceptual framework on the impact of work-life balance on nurses' job satisfaction at public hospitals. Prior works of literature provided several examples that illustrated how work-life balance impacted job satisfaction among nurses. However, there is a lack of literature focusing on how the dimensions of work-life balance, such as working hours, work pressure and workplace culture, impact job satisfaction. This conceptual framework can be beneficial to public hospitals to improve their policies and upgrade the benefits programs, work distribution, and work-life balance initiatives. This framework is also designed to serve as a basis for future research in this area.

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## 1. Introduction

In their daily tasks, nurses are commonly exposed to the extremes of human life experience, and more than the ordinary people see, if at all, throughout their lives. Caring for patients in various medical divisions who sustain multiple injuries or sickness may leave the nurses feeling hopeless, angry or distress. In recent years in Malaysia, new healthcare technologies implementation, budget cuts and changing healthcare environments have increased personal and work stress among the nurses (Ministry of Health, 2018). These affect job satisfaction as it creates a feeling of ineffectiveness, leading to nurses' emotional collapse and stability. The impact has implications on their productivity and performance. The work-life balance among nurses with new technology, environment and bedding capacity in the hospital will contribute to their job satisfaction.

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In the nursing world, work-life balance has become a prominent issue. Nurses are drawn into a variety of directions. They need to multitask and communicate with many patients, co-workers and other healthcare professionals. It is therefore easy for nurses to get frustrated and bogged down with pressure. Many factors contribute to nursing stress including understaffing, lack of cooperation, miscommunication, incompetent management and long working hours. Inadequate nurses allow the transition in rotating more often, making the work-life balance more disrupted. These factors are said to lead to job dissatisfaction among nurses.

The government has introduced various medical equipment to the Ministry of Health. The new medical technology equipment should provide nurses at public hospitals with ease and quality of care. However, the lack of training and expertise in operating such tools affects day to day services. The volatility of this service would affect the patient and thus disturb the comfort of the nurse. Hence, this study aims to propose a conceptual framework on the impact of work-life balance on nurses' job satisfaction at public hospitals.

The rest of the paper is structured as follows. The next section presents the rationale of the research or the gap that needs to be bridged. The following section reviews related literature on the dimensions of work-life balance and propose a conceptual framework. An outline of the research method is given in section 4. Then it provides the conclusion in section 5. Finally, the paper ends with implications and future research directions.

## **2. The rationale of the research**

An in-depth evaluation of work-life balance literature was conducted using a systematic literature review based on the approach suggested by Levy & Ellis (2006). The review process started by searching literature with keywords of <work-life balance>, <job satisfaction> and <public hospitals>, but delimited the results into only peer-reviewed journal articles published in the Scopus bibliographic database between 2010 to 2020, in order to get the latest literature from one of the reputable databases. As a result, only six journal articles were published in Scopus (Fig. 1) in this area of study. After considering the articles' exclusion and inclusion, i) the review covers only publications in the form of peer-reviewed journal papers, other publications were excluded from being reviewed, and ii) journals published only in the English language. Based on the prior studies, the field of study on work-life balance and job satisfaction is still lacking, and thus, it is relevant for this study to be conducted.

Due to continuous population growth in Malaysia, the government has built several new public hospitals with a bigger patient beds capacity, high technology and full specialists hospital. However, the upgrading of some public hospitals is not parallel to staff recruitment. It affects the balance of the workload among the medical staffs, especially nurses.

The workload is one of the factors influencing employee work stress. Workload refers to the frequency of work tasks (Shah et al., 2011). To workers, it is a cause of mental stress. Therefore, according to Elloy and Smith (2003), there is job overload where numerous demands outweigh resources that can be qualitative or quantitative. Qualitative overload refers to a situation where a task is too challenging to complete, whereas quantitative overload occurs when there are too many tasks to be performed. However, the main drawback is the lack of staff in this public hospital compared to the number of patients seeking treatment that has resulted in a work-life imbalance.

Since the new hospital's transfer of service to a new site with greater capacity, there is no increase of new personnel being proposed by the Ministry of Health. In general, the new public hospital has a total estimation of 900 employees, including the staffs who are doing management and administration. As such, this does not seem able to accommodate the growing number of patients. For the time being, the hospital needs about 2700 staff that will meet three shifts to provide the best service for about 220 in-patients and 150 out-patients per day on average. The shortage of staff has become crucial, which worsens if the new hospital develops more new units that require the distribution of existing staff to accommodate the needs in those units (Ministry of Health, 2018).

Nursing is considered a critical job in the healthcare system worldwide (Ekici, Cerit & Mert, 2017). Nonetheless, the world healthcare system is confronted with a considerable shortage of nurses (Kovner et al., 2016; Leineweber et al., 2016). The shortage of nurses negatively impacts the overall quality and productivity of the healthcare system; therefore, maintaining a sufficient nursing workforce has become an international priority (WHO, 2013). Nurses shortage may cause patient medication errors (Kouatly et al., 2018), patient dissatisfaction (Stimpfel, Sloane & Aiken, 2012), decrease incivility (Smith, Morin & Lake, 2018) and reduce work productivity (Rosseter, 2014).

Malaysia has described the shortage of nurses and doctors as a critical issue faced by public hospitals. This issue is worsening due to the shortages of medical professionals and the growing number of patients which leads to a high-intensity of daily clinical routine, such as long working hours and working under time pressure (Cooper et al., 1989; Sibbald et al., 2000; Dousin, Collins & Kler, 2019). A nurse-to-patient ratio of 1:200 is recommended by the World Health Organization (WHO), while the Malaysian nurse ratio at public hospitals is 1:302 (Aris, 2019). To meet the WHO's nurse-to-patient ratio, at least 174,000 nurses need to be trained by 2020 (Pillay, 2008; Aris, 2019).

Medical personnel, especially nurses, are generally faithful to their patients and associates. They regularly put others' requirements before their very own and sometimes even before the necessities of their family. For that reason, the practice can cause family-work conflict. Family-work conflict is being experienced by a person, due to running dual roles at the same time which involves the role in the family (domestic roles) and in employment (public roles) (Marhaeni, Sudibia, Wirathi & Rustariyuni, 2014). This attitude can lead to stress or pressure. For instance, if the number of nurses lacks in several departments such as maternity ward and pediatric ward, the department head has to ask the nurses to work overtime because the existing shift's strength is still unable to accommodate ward and service needs the patients.

The Occupational Safety and Health Administration (OSHA, 2014) defines hospitals as some of the most challenging places to work with potential hazards, including life-threatening injuries and diseases compounded by overwork, understaffing, tight schedules, paperwork, confusing or malfunctioning equipment, problematic authority and skill hierarchies, reactive and challenging physicians and nurses.

Other than that, the shortage of nurses has also resulted in them being forced to work overtime to provide the best service, especially those involving human life. It is undeniable that working overtime benefits those who want to earn more money, especially from support groups. However, from the point of negative view, we can see the impact of this phenomenon in which it lessens personal and family quality time. Therefore, this number of nurses cannot accommodate the need for daily shifts. It is considered that the shortage of nurses leads to the workload and contributes to job dissatisfaction among them (Kouatly et al., 2018). Based on the issues highlighted above, the aims of the study are: i) to share some issues in related to work-life balance among nurses at public hospitals in Malaysia, and ii) to propose the framework of the work-life balance that may give impact on job satisfaction among nurses.

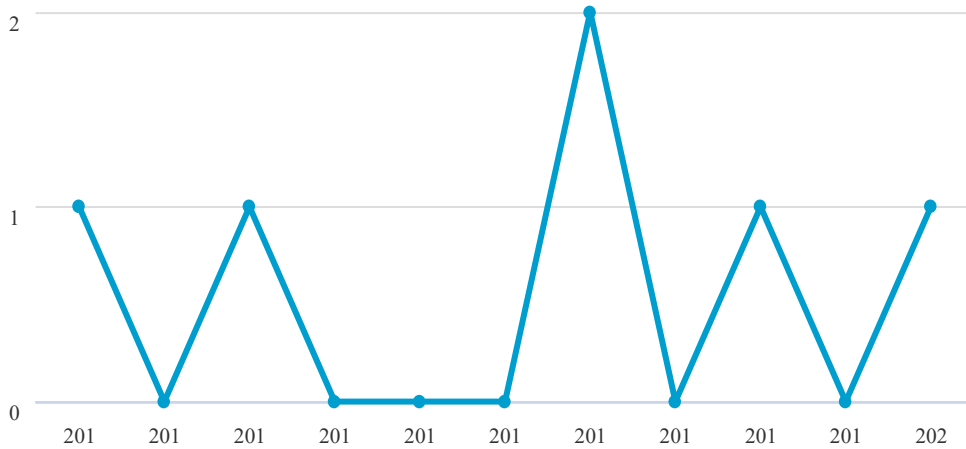


Fig. 1. Publication distribution of reviewed journal articles by year

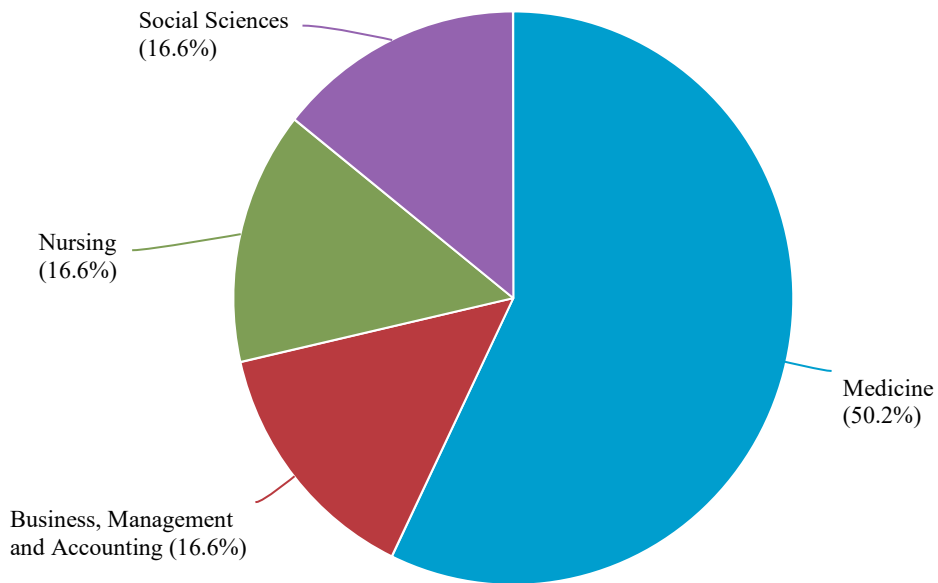


Fig. 2. Journal articles published by subject area

### 3. Literature review

#### 3.1 Work-life balance

An extensive review of work-life balance and job satisfaction literature published in peer-reviewed journals was conducted by investigating major bibliographic databases. As a result, the review of relevant literature and underpinned by Spillover theory (Zedeck, 1992; Bell, Rajendran & Theiler, 2012), three

dimensions of work-life balance in this study were defined: working hours, work pressure and workplace culture.

Work-life balance relates to the effective management of numerous roles in the workplace, at home and in different life aspects (Naithani, 2010). The term "work-life balance" was introduced in 1986. It refers to the act of effectively managing a balance within individuals' three domains in life, including organisation, social and personal life (Poulose & Sudarsan, 2014; Keelan, 2015). Work and life programs appeared to be having existed as early as the 1930s. During World War II, Kellogg Company has developed four to six-hour shifts to replace the conventional three daily eight-hour shifts. The new shifts have also contributed to increasing productivity and strength of staff (Lockwood, 2003).

Furthermore, work-life balance can also be defined as seeking a balance between work from life and feeling comfortable with work and family commitments (Daipuria & Kakar, 2013). According to Greenblatt (2002), work-life balance is an acceptable level of tension between the requirements of work and non-work. Low work-life balance levels have been associated with several adverse outcomes, such as burnout or low life satisfaction (Guest, 2002; Greenhaus, Collins & Shaw, 2003; Kanwar, Singh & Kodwani, 2009).

In this study, the Spillover effect theory has been used as a theoretical foundation to explain work-life balance dimensions. This theory is one of the earliest theories in studying work-life balance (Googins, 1991). It refers to a person's feelings, attitudes, and behaviours, which will be influenced by other domains such as their family. A positive spillover could improve individuals' performance while a negative one could lead to an opposite effect (Pedersen et al., 2008). In the work-life balance, the employee-oriented flexible work schedule will positively influence work to family spillover. Therefore, employee-oriented, flexible working hours and workplace environment active spillover from family to work in providing an adequate balance between work and family (Lott, 2018; Ruppanner & Pixley, 2012). Besides, working hours management, available services and firms' policies and culture are among the work-life balance dimensions (Addabbo, Facchinetti, Mastroleo, & Lang, 2009).

Susi and Jawaharrani (2011) stated that work-life balance is the driving force of employee satisfaction. Most organisations feel the need for a work-life balance that involves maintaining productive employees, increasing work-family conflicts and reducing stress, job satisfaction and a better life balance. In the workplace culture, however, work-life balance practices need to be supported and encouraged because strong and supportive organisational culture increases employees' intent to remain in the organisation. Felicity, Irene and Evelyn (2013) stated that work-life balance is critically important in improving employee performance either at work or at home. Work-life balance may also result in improved productivity and reduced absenteeism and turnover rate. Organisations that embrace the work-life balance concept are most preferred by potential employees (Johari, Tan & Zulkarnain, 2018). Nonetheless, work-life balance has a gender difference as the roles of work and non-work vary for men and women.

According to Mukhtar (2012), his research aimed to raise awareness of the relationship between work-life balance and job satisfaction through academic disciplines. The study revealed a correlation between work-life and job satisfaction. It was disclosed across all disciplines that female faculty reported lower levels of satisfaction in monitoring demographic and technical variables compared to male faculty. Nevertheless, the rate of gender satisfaction across academic disciplines was not examined in this report. The research also focused on exploring work-life balance through disciplinary job satisfaction while considering several demographic and technical variables. The study also revealed in a broader sense that the faculty's work environment is not only related to how they feel in their workplace, but also to how they think about their lives.

Dousin (2017) found a special relationship between gender norms and collectivist culture for doctors and nurses in Eastern Malaysia that mediated high-intensity work pressures for doctors and nurses. The study investigated and discussed work-life balance issues through a pragmatic mixed approach by adopting a sequential explanatory research design among medical professionals in the healthcare industry. Due to

the collective work culture, an employee can achieve an adequate work-life balance, but the nurse shortage challenge remains in Eastern Malaysia. Continuous progress in recruiting, motivation and retention approaches and procedures is needed to ensure positive employee loyalty, career development and employee well-being. According to Dousin, Collins and Kaur Kler (2019), the research has successfully shown the integrated work-life balance, job performance and satisfaction among doctors and nurses. Nurses with higher levels of positive emotions frequently experience higher job engagement levels and more social integration (Hussein & Amiruddin, 2020).

Table 1. Examples of previous work-life balance definitions

Study	Definition
Daipuria & Kakar (2013)	Work-life balance can be defined as seeking a balance between work from life and feeling comfortable with both work and family commitments.
Naithani (2010)	Work-life balance refers to the successful management of several jobs, home and life duties.
Johari, Tan & Zulkarnain (2018)	Work-life balance concept is built on the idea that work life and personal life complement each other in bringing perfection to one's life.
Abendroth & Dulk (2011)	Work-life balance refers to the unified interface between the different domains of life.
Susi & Jawaharrani (2011)	Work-life balance is a combination of work and life that drives employee satisfaction.
Soomro, Breitenacker & Shah (2018)	Work-life balance determines how much time is available to an employee to balance family and work demands. Accordingly, work-life balance is a ratio of time-sharing by an employee between work and family.
Lockwood (2003)	Work-life balance is defined as managing work and personal responsibilities.
Felicity, Irene & Evelyn (2013)	Work-life balance refers to where career and home performance is an integral part of the equilibrium between work and living.

### 3.2 Job Satisfaction

Job satisfaction is the degree to which an employee feels self-motivated, fulfilled, and happy with their job (Sabir, 2019). Job satisfaction arises when an employee feels job stability, career growth and work-life balance is comfortable. It ensures that the employee is happy at work as the job meets the individual's needs. Traditionally, the model of job satisfaction focuses on all the emotions that a person has about their employment. Nevertheless, being happy or unhappy does not rely solely on the type of work and the aspirations of the individuals in their jobs.

## 4. The development of hypotheses and conceptual framework

### 4.1 Working hours

The working hour can be defined as time spent on work (Bannai & Tamakoshi, 2014). Zheng et al. (2015) found that both availability and usage of organisational programs help employees manage work-life balance, helping staff reduce their stress levels. Particular work practices, such as enabling staff to have greater control over the number of hours worked which have been shown to improve work-life fit which leads to positive outcomes for both employees and organisations (Messing et al., 2014; Moen et al., 2011; Weale, Wells & Oakman, 2017). The provision and use of flexible working arrangements that enable

employees to structure work commitments to achieve a good fit between work and non-work demands are how organisations and employees can improve job satisfaction.

According to Ronda, Ollo-López and Goñi-Legaz (2016), workers using these practices are also supported by autonomous teams for longer hours, resulting in a worse work-family balance. In contrast, job satisfaction improves work-family balance while it decreases working hours. The net effect on work-family stability of these opposing forces is positive. Working hours are therefore said to have an essential relationship with job satisfaction.

Dousin, Collins and Kaur Kler (2019) described that flexible working hours and constructive monitoring have significant and positive impacts on job performance. The relationship between flexible working hours and responsive management to job performance is positively influenced by job satisfaction. A sufficient work-life balance will enhance workers' job satisfaction, which will eventually increase their job performance and productivity. This study aims to help the Malaysian healthcare industry boost the attraction, recruitment, and motivation of doctors and nurses. In other words, working hours do have a direct impact on job satisfaction.

Moreover, the study conducted by Kim (2014) compared perceived working hours between the U.S. and Korea. The result showed different outcomes between the U.S. and Korea regarding the impact of working hours on the job due to the countries' two different cultures. U.S. nurses still have sufficient time with family than Korean nurses who tend to wait for their colleague to finish the job.

The nurses in this study will experience a more significant value of job satisfaction if the working hours are assigned according to the standard-setting. Thus, we propose:

*H1. There is a significant relationship between working hours and job satisfaction.*

#### 4.2 Work pressure

Work pressure is defined as a cognitive-energetic state of the person, producing the experience of strain or felt pressure associated with the ongoing and anticipated execution of work tasks (Roe & Zijlstra, 2000). Work pressure has a significant negative impact on mental health, but this effect is not as high as the lowest job satisfaction (Dirlam & Zheng, 2017). It means that chronic low job satisfaction has a more significant effect on mental health than dissatisfaction in the workplace in a more recent or sporadic situation. The upward job satisfaction group was the most comparable to the highest job satisfaction category. Meaning that early-life work dissatisfaction can be counterbalanced with higher job satisfaction later in life, as the social mobility life course model would expect. However, membership in this category showed a negative impact on whether a person is diagnosed with an emotional problem, had sleeping problems, and had self-rated health. This suggests that past cases of low job satisfaction may still affect later life's health outcomes.

The overall level of stress among medical staff, either public or private hospitals was reported higher due to patient care roles and professional ambiguity (Hafiz, Ima-Nirwana & Chin, 2018). Also, Khamisa et al. (2016) stated that personal stress is one of the strong predictors of burnout and overall. Therefore, work stress can be said to have an essential relationship with job satisfaction.

A prior study also revealed that factors such as job pressure, cultural expectations, unhealthy relationships, challenging work climate, gender differences, lack of voice/participation and high levels of stress affect medical staff's ability to maintain work-life balance and social stability (Mushfiqur et al., 2018). Furthermore, maintaining work-life balance across countries differs according to the socio-cultural, institutional background and particular person.

Poulose and Sudarsan (2017) described previous research in which the result showed that a significant negative working overload relationship and a positive working support relationship were demonstrated by job satisfaction. The relationship between work support and job satisfaction was mediated by work-life

balance dimensions, i.e. work-to-life stresses, personal life to work strains, work-to-personal gains, and work-to-work personal gains. Dimensions of work-life balance such as work to personal life stresses, personal life to work strains, work to personal life gains, and work-to-work personal gains mediated the relationship between work support and job satisfaction. The research highlighted the importance of work-life balance among medical staff by analysing their relationship with organisational factors such as job stress and work support and their impact on job satisfaction. The results showed the significant mediating effect of work-life balance dimensions on organisational factors such as work overload and work-support, especially among employees in the healthcare sector, in estimating job satisfaction levels.

The research was conducted to examine the interaction between job stress, job satisfaction, and the intent to remain in academia among nurse faculty (Ampadu, 2015). The research was also the first to use the disparity model of effort-reward to analyse job stress at nurses' faculty. Findings from this study showed that job stress negatively correlates with job satisfaction and the desire to stay in academia. Hence, nurses who are working with less work pressure tend to experience more job satisfaction. Therefore, it is proposed that:

*H2. There is a significant relationship between work pressure and job satisfaction.*

### 4.3 Workplace culture

Based on Cole, Oliver and Blaviesciunaite (2014), the terms of workplace culture, organisational culture, and corporate culture are often interchangeably used to describe a company's dominant values. In conventional office environments, the traditional notion of workplace culture is still primarily understood. Workplace culture does not exist in isolation from a host of other broader cultural factors. Various facets of knowledge-based work include local, national and international relations, exchanges and partnerships, and the idea of workplace culture itself is now embedded and shaped in varying degrees by "national culture" and "global" cultures. Although national characteristics are reflected in the workplace culture, variations arise from one organisational background to another, e.g. between state, private sector entities and educational settings. The culture of the workplace is most directly influenced by its social history and its physical environment.

Pawirosumarto, Sarjana, and Gunawan (2017) described that organisational culture is the values and symbols that all members of the organisation understand and adhere to together. This community belongs exclusively to the specific organisation as a differentiator between the other organisations. One of the factors influencing organisational commitment-job satisfaction is organisational culture (Bigliardi et al., 2012; Jain, 2015; Pathardikar & Sahu, 2011). Yiing and Ahmad (2009) suggested that intervening variables like an organisational culture explain this relationship.

The work-family conflict and work-life balance are mediators of the relationship between job satisfaction outcome and a range of factors in the workplace, explicitly working relationships and the expectation that work-related security is respected (Weale, Wells & Oakman, 2019). The alignment between work and non-work environments is a critical component of the relationship between work factors and job satisfaction. Thus, companies should proactively minimise work-family tensions and help workers balance work-life balance and resolve factors known to affect job satisfaction. One approach for organisations and workers to increase job satisfaction is to provide and use flexible work structures that allow employees to manage work commitments to achieve a good fit between work and non-work requirements.

Organisational culture and structure determine job satisfaction as a work-related outcome. Recognition, involvement and a feeling of being empowered by management are the effective ingredients of any organisational culture that can help an employee be satisfied with their job and perform effectively (Yadav



& Rangnekar, 2015). Evidence explains good organisational culture or workplace culture accompanied by strong affective commitment gives rise to adequate job satisfaction levels (Wasti & Onder, 2009). In the present study, positive relationships with management and colleagues predicted high job satisfaction (Weale, Wells & Oakman, 2017). Chou, Boldy and Lee (2002) reported that professional support is a strong predictor of job satisfaction. Positive relationships with management and colleagues may have served to provide professional support in improving job satisfaction.

The study of Hajdukova, Klementova and Klementova (2015) addressed employee satisfaction, and the survey results indicated that the core aspect of employee satisfaction in the workplace culture. Research results supported the statistical theory that employee work performance varies throughout their working life. Based on the research results, it can be inferred that employee satisfaction with the job tends to increase with the fair workplace.

Furthermore, a workplace culture characterised by deep-seated hierarchies and an authoritative set-up may be of less interest to employees and decrease overall job satisfaction (Fock et al., 2013). Such a culture is called bureaucratic culture. This culture is associated with some elements such as power-oriented, dependable, cautious, regulated, established, ordered, structured, procedural and hierarchical. In a bureaucratic culture, employees are frequently under pressure to perform better (Kalsi & Kiran, 2013). The research suggested that this kind of culture diminishes the strength of commitment to job satisfaction (Fischer & Mansell, 2009). Madlock (2012) showed that bureaucratic culture is associated with increasing negative forms of commitment for work-related matters, indicating employees experience a reasonably low level of job satisfaction. Bigliardi et al. (2012) explained that employees committed to their organisation and ambitious want less explicit rules and regulations.

According to Owens (2014), the need to retain nurses by rising job satisfaction is critical for the nation's healthcare system as the population continues to age, and nurses continue to leave the workforce. Identifying differences in nursing job satisfaction indicators at the public hospital can enable the hospital to tailor nursing work environments in each environment. The healthcare industry needs to focus on cost reduction, and a key factor is the recruitment of current workforce rather than the cost of training and the substitution of nurses. There is a significant need to measure patient job satisfaction to minimise turnover and costs. Therefore, nurses who are working in a supportive and positive workplace will experience more job satisfaction. Thus, we propose:

*H3. There is a significant relationship between workplace culture and job satisfaction.*

#### 4.4 Proposed conceptual framework of work-life balance and job satisfaction

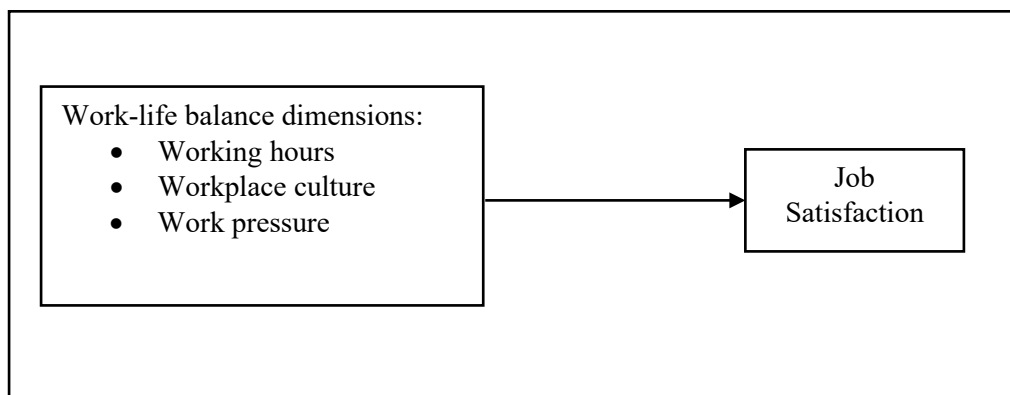


Fig. 3. Proposed conceptual framework of the study

## 5. Research method

This study adopts a systematic literature review based on the approach suggested by Levy and Ellis (2006). This approach consists of sequential steps including collection, know, comprehend, application, analysis, synthesis, and evaluation which proved to be a critical method in managing knowledge diversity for a specific academic inquiry and structuring a field of research (Tranfield, Denyer & Smart 2003; Martínez-Jurado & Moyano-Fuentes 2013). The study applies this approach to identify the dimensions of work-life balance. Scopus database was selected for the literature search as it has some of the largest repositories of business search and typically used in the literature reviews (Saenz et al., 2015). The review process started by searching literature with keywords of <work-life balance> and <job satisfaction> but delimited the results to only peer-reviewed journal articles published in the Scopus bibliographic database between 2010 and 2020. The electronic search process resulted in the identification of 34 articles. However, after adding one more keyword of <public hospitals> and considered the articles' exclusion and inclusion, i) the review covers only publications in the form of peer-reviewed journal papers, and ii) journals published only in the English language, only six articles were relevant. Secondary data were also obtained using reliable sources to assist the conceptualisation of the research framework.

## 6. Conclusion

In Malaysia, the implementation of new healthcare technologies, budget cuts and changing healthcare environments had caused an increase of personal and work stress among the nurses. In other words, the work-life balance of nurses has been affected. Prior studies stated that an increased level of stress and imbalance between personal and work could impact job satisfaction. However, limited studies had been carried out examining the relationship between the dimensions of work-life balance; working hours, work pressure, workplace culture and job satisfaction.

Based on the extensive literature review, there are few dimensions of work-life balance that the employers and organisations can focus on to balance between work and personal matters of the employees. The review of literature had focused on the context of nursing at public hospitals. As a result, the related literature review suggested that working hours, work pressure, and workplace culture are the main dimensions that can impact job satisfaction. These dimensions are considered critical for organisations to ensure that their staffs can experience work-life balance. Therefore, this study proposed a framework of work-life balance that may impact job satisfaction among nurses.

## 7. Implications and future research

Some of the issues addressed in this paper require special attention by policymakers and practitioners. The above discussion emphasises the importance of providing work-life balance relative to job satisfaction and relationship strategies. In prior studies, organisations providing work-life balance practices may generate cost savings by offering lower salaries in exchanging and attracting more significant investment. This will lead to organisation performance. Thus, policymakers and organisations should take the dimensions of work-life balance into their practices if productivity needs to be enhanced by the workers. Work-life balance practices would attract individuals to an organisation, and that using these practices would improve employee behaviours within the organisation (Beauregard & Henry, 2009).

The combination of three dimensions of working hours, work pressure, and workplace culture may affect the organisations' work-life balance orientation. The situation would be expected to exist within the context of relationship strategies that affect job satisfaction. The proposed research framework developed here provides the means to view the relationship between work-life balance and job satisfaction to achieve public hospitals' goal in creating a positive and well-balanced working environment for their staff. The research

related to work-life balance and job satisfaction in public hospitals is lacking in the literature. Our proposed framework provides a predictive approach in evaluating the dimensions of work-life balance that would further increase job satisfaction.

The future researcher should investigate the relationship between the dimensions of work-life balance and job satisfaction based on the proposed framework in greater detail. Further investigation can also be conducted on the effects of work-life balance implementation on organisation performance, mediated by job satisfaction. Can this resolve the issues? Only findings can prove it.

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