

Impact of Supervision, Working condition and University policy on Work-Life balance of University Employees

Asad Afzal Humayon¹, Shoaib Raza^{1*}, Nishat Kaleem¹, Ghulam Murtaza¹, Muhammad Sajjad Hussain², Zafar Abbas³

¹COMSATS institute of Information Technology, Vehari, Pakistan; ²Islamia University Bahawalpur, Pakistan; ³International Islamic University Islamabad, Pakistan

*E-mail: shoaib.raza.rs@gmail.com

Received for publication: 27 October 2017.

Accepted for publication: 10 January 2018.

Abstract

In Pakistan, university employees often find it difficult to keep a balance between their jobs in the workplace and their home tasks. Nowadays, Pakistani universities are equally in accordance with different nations to bring work life balance among employees by presenting flexible timings, child care, part time work, and children's education facilities, like different nations. This research on work-life balance in Universities was done to study the level of work-life balance of employees. This study used a quantitative technique. A survey method was used to gather data from participants. The sample of 150 employees (87 males and 63 females) contained of academic and non-academic employees. This study examined the relationship between independent variables that comprised of supervision, working conditions, and university policy on the dependent variable which is work life balance. The outcomes of this study indicate the current situation of work life balance and the factors that impacting work life balance on employees of public sector universities in Pakistan.

Keywords: Work life balance, Supervision, Working conditions, University policy, Pakistan

Introduction

In spite of the universal hunt for work life balance, many of us still have misunderstanding about work life balance. Work life balance does not mean the same balance. It also does not mean the same no of hours for each of your different work and different activities. Truth is told the best individual work life balance is fluctuating after some time, frequently every day. The correct balance for you today is likely unexpected for you tomorrow. Also it is different when you are single and when you marry or have children. Similarly when you begin another profession versus when you are nearing retirement. Along these lines, the best work-life balance is distinctive for each of us since we as a whole have diverse needs and diverse lives.

The fast economic development and advancement on the planet has made new movements for all the institutions. The globalization has put the institutions difficult to hold their upper hand. Human profile shift and difficult life journey have made employees to accommodate their work and life requirement in every sector. Education is one of a noteworthy supporter of the improvement of human capital and monetary of the nation. Education can serve the people with the right abilities expected to become focused in the market. Currently, the education improvement in Pakistan is developing quickly which has help in opened the brains of the people to become more aggressive to interest the learning. Tentatively, education in the Pakistani state system is free, although there are costs such as transport and materials which may have to be met by parents.

Be that as it may, huge endeavors are being recommended to the greater associations particularly to reestablish a work-life adjust for the better great of the social and family life of the workforce

In Pakistan many research have been conducted on work life balance. However, great efforts are recommended to the large size organizations especially to re-establish a work life balance for the good quality of the social and family life of the employees (Shujat et al., 2011). Organization additionally needs to realize that the most important assets which is human capital, possesses high mobility especially knowledge employees who have desirable and respected skills and rich experience. As high competition and changes in tertiary education system, it has affected the increasing work pressure on employees in tertiary institutions. Therefore, it is critical to perceive that excessive requests on academic employees could add to vulnerability regarding academic parts and work conflict among employees which resultantly, impact their condition of work life balance.

The extreme stress faced by the employees will involve harmful psychological effect and failing work life balance to employees which will accordingly affect productivity in the long run. The balanced work life system designed by the organization is the brilliant phenomenon that keeps the employees engaged with the organization and working even past the ordinary time for better job performance (Javed et al., 2014). A considerable measure of changes have been done to keep universities consistently be significant to the external condition. This fact to some degree adds to the development of work pressure and frustration that in the long run impact negative work life balance. Work life balance in academia has been linked with greater interest, participation and better result on the side of academicians (Naz et al., 2017). Contrary to lack of this balance creates frustration and mental loss of peace both at home and working place (Saeed & Farooqi, 2014). Similarly employees with fewer clashes between their work lives and family lives apply productive performance from their individual life on their work life (Qu & Zhao, 2012). As a conclusion, an effective work life balance is needed to prevent the loss of competent employees and make them happy, their family, and all the valuable people to achieve and enjoy.

In the Pakistani setting, almost no research has been directed in such area (Aycan et al., 2000). Hence, there is a need to investigate this essential and important area (Naz et al., 2017). Therefore, this study is conducted to examine the impact of supervision, working condition and university policy on work-life balance of university employees. This research can be helpful for universities to identify the factors which influence the employee work-life balance and to take actions to restore this balance.

Literature

Work life balance

The thought on work and life balance has gotten much consideration in academic writing (Moore, 2007). The work life balance implies that how much a person is similarly involved and glad with its work and family part (Cascio, 2000). It also means completion of work and non work responsibilities (Syed et al., 2012). it is the proper balance between the employees' working life with the goal that they ought to have the capacity to concentrate on the organization, day by day life and the family time activities (Javed et al., 2014). A study found that many academicians complained about the conflict between work and housing promises (Winefield et al., 2003). According to (Huges & Bozionelos, 2007) Work-life balance has been depicted as the capacity of people, without concern to their sex, age or sexual orientation, to discover a time that will enable them to coordinate their work with their non-work objectives, obligation and activities.

Life is precious and life is short and there is need to work hard to put in a situation where the balance is right for employees. Similarly if it is unhappy situation then there is need to have better

culture and environment that enables to find an appropriate balance. Work life balance today is different from what it used to be. It is not just come home, unplug, turn off and spend time with the family and start again the next day. In fact it is now a complete blending of personal life and work life. One the other hand work life balance has been such a great amount of related with stress. Stress is the subject that continually being considered without leaving education. It is a typical finding when teachers have the most elevated amount of stress as compare to other fields. Because of stress and weight are frequent occurrence in the university, researches were done alongside organizational change that identified with perceived job stress, work-life struggle and work life balance among academicians in the university (Bell et al., 2012).

Supervision and Work life balance

Supervisor support is an important factor related to employees' work-life balance (Baral & Bhargava, 2010). Supervisors or managers who lead and communicate honestly with their employees have the greatest impact on employees' satisfaction levels with their jobs. Support of supervisors in work-life issues is a sign of employee's awareness of whether the instant supervisor is sensitive to their non-work activities (Baral et al., 2010). Employees, who observe that their supervisors are supportive, initiate to report higher levels of job satisfaction (Aryee et al., 2005). A study by (Mas-Machuca et al., 2016) concluded that there is significant relationship between supervisor and work life balance. According to (Haritha et al., 2017) that problem with supervisor at the workplace can take different forms like less or not giving importance to the employees, failing to distinguish employees' achievements, and only providing negative feedback lead to not being able to retain employees in the organization. Supervisors and organizational leaders can perform a key role to increase work life balance that organization establishes and organization can help the employees meet personal and family needs (Mazerolle et al., 2013). Therefore, supervisor support is measured as one of the most relevant forms of social support for employees (Poon, 2011). Based on the above literature, the below is hypothesized that:

H₁: There is significant and positive relationship between supervision and work-life balance.

Working Conditions and Work life balance

Working Condition refers to physical work place, services, and merit of job as linked with job satisfaction (Padilla-Velez, 1993). If university has an appropriate physical environment, educator will believe comfortable; and unhappy set environment for example poor construction look after impact educators' attitudes, resulting on education performance (Syed et al., 2012). Competent and motivated teachers can perform most efficiently if they are provided with good working conditions that induce respect, managerial support mutual trust (Karim et al., 2017). Therefore, if working conditions are not up to the mark by employees, it directs to low performance, poor attitude towards job and ultimately employees would leave the job (Bigliardi et al., 2005). Consequently, low satisfaction with working conditions make stressful for employees with higher education. If working environment is not standard then employees leave the field (Choy et al., 1993). Therefore, it is vital to better their working conditions in the work environment and to share the importance of work life balance. Besides working conditions, permit a harmony amongst work and life enhances employee achievement and inspiration (Tanaka et al., 2011). Based on that the following are the hypothesized:

H₂: There is a significant and positive relationship between working conditions and work-life balance.

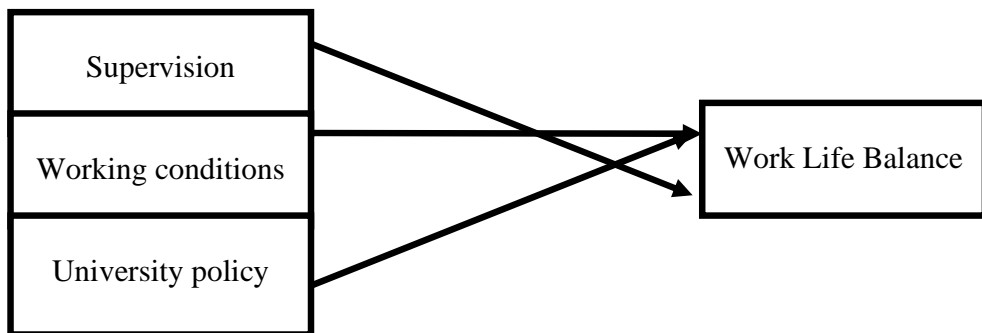
University Policy and Work life balance

The concept of work life balance in an organization is to allow employees to divide time and energy between work and life effectively. The university struggle to give a better atmosphere to staff that are looking to adjust duties inside their own lives and working lives. Universities these days work differently. Now a worldwide influence requires the university to be dynamic, regardless of whether it's open or private institutions. Because making success through profitability is more vital for sustainability and it has become essential for all the universities. Similarly, university policy has changed from providing social services in the society, to become the highest potential to obtain maximum fund and profitability through getting ranking, generating status, and brand name building. These are the defining moments for the universities now. The structure of organization at workplace for example job description or personal ethics has been recognized as a prospective supporter for the employee (Dixon et al., 2007). Additionally, organizations that have more friendly policy such as changeable time and on spot child care can fulfill better domestic and personal needs of their employees, the reason overcome the conflicting roles (Dixon et al., 2007). A study proved that better organization policy can be supportive in promoting work life balance for employees (Mazerolle et al., 2013). Based on the previous discussion, the last hypothesis is proposed as follows:

H₃: There is significant and positive relationship between university policy and work life balance.

Social exchange theory is used as the theoretical basis of this paper. This theory states that employee’s action toward the organization is strongly influenced by organization’s behavior toward them (Eisenberger et al., 1986).

Research Framework



Research Methodology

This study consisted of quantitative approaches. A survey was done by distributing a set of questionnaires and got answers through them. Later result was used to close and generalize the work life balance for the whole population of academicians. The population was chosen the full-time employees working in public sector universities in Vehari. The sample size for this research study was chosen to be 150 respondents doing jobs as employees (academic and non academic).

To avoid the biasness convenient sampling technique was used as sampling technique. The researcher used Likert scale in this study (Strongly Disagree = ‘1’ to Strongly Agree = ‘5’). The software used in this study for analyzing data was Statistical Package for Social Science version 22.0. Different analyses were performed including both descriptive analysis and inferential analysis.

Results

Respondents' Demographic Characteristics

The respondent demographic characteristics observation are summarised in Table 1.

Table 1: Demographic statistics of University Employees (N = 150)

Demographic	Classification	Frequency	Percentage (%)
Gender	Male	87	58.0
	Female	63	42.0
Age	20 – 29	42	28
	30 – 39	58	38.7
	40 – 49	29	19.3
	50 and above	21	14.0
Position	Lecturer	107	71.3
	Non-lecturer	43	28.7
Qualification	Ph. D	46	30.7
	MS/Mphil	61	40.7
	Bachelor	24	16.0
	Diploma	19	12.6
University	AUF	27	18.0
	BZU	26	17.3
	UE	59	39.3
	COMSATS	38	25.4

The above result shows that there are 87 males (58.0%) and 63 females (42.0%) in the sample. Maximum respondents are in the bracket 30-39 years old (38.7%). The lecturer shows the biggest group which represents 107 participants (71.3%). Respondents with Mphil degree are the majority group with total 61 participants (40.07%). Similarly, participants are in UE 59(39.3%), BZU 26(17.3%), AUF 27(18.0%), and COMSATS 38(25.4%).

Descriptive Figures

The table 2 shows the mean of supervision (4.0413) is the highest, and mean of university policy (3.1097) is the lowest mean. Further, standard deviation of all variables lies in 0.35297 to 0.78680 confirms variability of data set.

Table 2 Descriptive Statistics of variables

Variables	Mean	Std. Deviation
Work life balance	3.3146	0.43337
Supervision	4.0413	0.78680
Working conditions	2.6871	0.35298
University policy	3.1097	0.44109

Cronbach's Alpha was used to test the consistency of internal validity of data. The value of .778 shows the value greater than 0.7.

Correlation Analysis

Pearson Correlation is carried out to find out the direction and strength of the variables in relationship. Table 3 provides the result supervision is highly positively correlated with work life

balance where $r = .419$ and $p < .05$, working condition $r = .336$, $p < .05$, and university policy $r = .257$ and $p < .05$.

Table 3 Pearson Correlation of Variables Study

	1	2	3	4
Work life balance	1			
Supervision	.419**	1		
Working conditions	.336**	.340**	1	
University policy	.257**	.372**	.355**	1

** Significant Correlation at the 0.01 level (2-tailed).

Regression Analysis

A multiple linear regression was analyzed to test significant impact on work life balance of independent variables. The R square value 0.583 shown in table 4. It means that 58.3% of variation in work life balance is due to variation in independent variables (supervision, working conditions, and university policy). The F value (21.655) and its relevant P value (.000) show that model is accepted. The independent variables like supervision (where, $\beta = 0.282$ and $p < 0.05$) and working conditions (where, $\beta = 0.176$ and $p < 0.05$) is significant predictors to work life balance. University policy (where, $\beta = .034$ and $p > 0.05$) is not a significant predictor. In conclusion, the most important factor that influences work life balance among university employees is supervision. Thus, hypotheses (H_1 , H_2) assumption is supported.

Table 4: Model Summary of Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.574	.45216

Predictors: (Constant), SP_IV1, WC_IV2, UP_IV3

Table 5: Anova Statistics

		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	635.711	3	6.347	21.655	.000 ^b
	Residual	1600.573	343	.282		
	Total	2236.284	346			

a. Dependent Variable: WL_DV

b. Predictors: (Constant), SP_IV1, WC_IV2, UP_IV3

Table 6: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.576	.178		20.053	.000
	SP_IV1	.282	.049	.111	1.670	.020
	WC_IV2	.176	.043	.282	4.123	.000
	UP_IV3	.034	.060	.037	.568	.571

a. Dependent Variable: WL_DV

Table 6 shows that for each unit increase in the supervision, there is 0.282 units increase in work life balance, holding all other variables constant. Secondly, for each unit increase in the working conditions, there is 0.176 units increase in work life balance, holding all other variables constant. Finally, for each unit increase in the university policy, there is 0.034 units increase in work life balance, holding all other variables constant. Thus signifying support for the entire hypotheses.

Discussion

Further discussion on the analysis related to the variables involved in this research. The result shown in Table 6 confirms the influence of the supervision on the work life balance in preceding literature (Mas-Machuca et al., 2016). If supervisor support the work life activities then it is simple for employees to have highest level of work life balance. So the employees can enjoy more work life balance if there is support of supervisor. The analysis indicates that there is a positive relationship between working conditions and work life balance. It means that if there is any change in working conditions then work life balance will also be affected. This shows that any changes in working condition will affect changes in work life balance. Therefore, the tested hypothesis can be accepted. It is also in line with the previous study that working condition needs in the workplace to enhance the level of work life balance and improve the working environment through lifetime education and career development (Tanaka et al., 2011). The third variable university policy has positive but no significant relationship with work life balance. Although the relationship is low but if there is alteration in university policy, it will affect the work life balance. University policy like working hours in which employees are facing conflict, give little time to working (Moen et al., 1987). The reason with that work life balance not to be implemented successfully and leads to very short success of work life balance.

Conclusion

Work life balance is the wide idea including organizing between work (profession and desire) on one hand and life (relaxation, family, joy, wellbeing and spiritual improvement) on the other. In other words, it means the employee should make efforts to devote sufficient time to family, friends, personal, personal growth, self care, and other personal activities. If a person works too much to achieve his goals sacrificing quality family time, he might reach the top, but the achievement and material will not commensurate the price.

Alternatively, to carry on in this aggressive world, one needs to organize one's work or profession to economically strengthen one's family, also maintain an excellent balanced curve. Many researches find that better work life balance can give diverse positive things not only to individual life, but also to the organization. The organization that give highlight on the happiness of employees through work life balance agenda can get advantages like able to get and retain skillful and highly commitment employees. So having an outcome oriented working environment isn't only a cool activity, it is turning into the standard for organizations of all dimensions. Regardless of what kind of management your organization has executed, you need to ensure that your workers are alright between the ears. So support the utilization of abovementioned indicators that measure change.

A benefit to university is measured increase in productivity, accountability and commitment through university employees. Further organization can have better collaboration and correspondence, enhanced confidence, and more positive organizational anxiety. An advantage to university staff is more respect and balance in day by day life, enhanced knowledge of work life balance, expanded efficiency, and better on the duty and off the duty affiliation, and decrease nervous tension.

In short the question is about “balance”. So trace the correct balance that works and commend achievement. As life is a process of struggling for balance in this life. More cases of data are needed to be collected for generalization of the research findings in the complex context.

References

- Aryee, D., Srinivas, E.S. and Tan, H.H. (2005), Rhythms of life: antecedents and outcomes of work-family balance in employed parents, *Journal of Applied Psychology*, 90(1), 132-146.
- Aycan, Z, Kanungo, RN, Mendonca, M, et al. (2000) Impact of culture on human resource management practices: A 10- country comparison. *Applied Psychology an International Review* 49: 192–221.
- Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274-300.
- Bell, A. S., Rajendran, D., & Theiler, S. (2012). Job stress, wellbeing, work-life balance and work-life conflict among Australian academics. *Electronic Journal of Applied Psychology*., 8(1), 25–37.
- Bigliardi, B., Petroni, A. and Ivo Dormio, A. (2005). Organizational Socialization, career aspirations and turnover intentions among design engineers. *Leadership & Organization Development Journal*, 26 (6), pp. 424-441.
- Cascio, W.F. (2000) *Costing Human Resources: The Financial Impact of Behaviour in Organizations*, 4th ed., South-Western College, Cincinnati, OH.
- Choy, S. P., Bobbitt, S. A., Henke, R. R., Horn, M. L. J., & Lieberman, J. (1993). *America’s Teachers: Profile of a Profession*. Washington, DC: U.S. Department of Education, Office of Educational Research and Improvement, National Center For Education Statistics, NCES 93-025.
- Dixon MA, Bruening JE. Work-family conflict in coaching I: a topdown perspective. *J Sport Manag.* 2007;21(3):377–406.
- Eisenberger, R. and Huntington, R. (1986), “Perceived organizational support”, *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507.
- Haritha, M., Parameshwara, Gupta., & Narasimha, Raju. (2014). A Study On Employee Retention And Dedication. *International Journal of Research in Management & Social Science*, 5(3), 88-94
- Hughes, J. and Bozionelos, N. (2007). Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review* 36(1):145-154.
- Javed, M., Khan, M. A., Yasir, M., Aamir, S., & Ahmed, K. (2014). Effect of Role Conflict, Work Life Balance and Job Stress on Turnover Intention: Evidence from Pakistan. *Journal of Basic and Applied Scientific Research*, 4(3), 125-133.
- Karim, N., Khan, R. A., & Shamim, A. (2017). Determinants of Job Satisfaction in Schools of Agha Khan Education Board, Karachi. *Global Management Journal for Academic & Corporate Studies*, 7(1), 37.
- Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, 31(2), 586-602.
- Mas-Machuca, M., Berbegal-Mirabent, J., & Alegre, I. (2016). Work-life balance and its relationship with organizational pride and job satisfaction. *Journal of Managerial Psychology*, 31(2), 586-602.

- Mazerolle, S. M., & Goodman, A. (2013). Fulfillment of work–life balance from the organizational perspective: a case study. *Journal of athletic training*, 48(5), 668-677.
- Moen, P., & Dempster-McClain, D. I. (1987). Employed parents—Role strain, work time, and preferences for working less. *Journal of Marriage and the Family*, 49, 579–590.
- Moore, F. (2007). WLB: contrasting managers and workers in an MNC. *Employee Relations*, 29(4), 385-399.
- Naz, S., Fazal, S., & Khan, M. I. (2017). Perceptions of women academics regarding work–life balance: A Pakistan case. *Management in Education*, 31(2), 88-93.
- Padilla-Velez, D. (1993). Job satisfaction of vocational teachers in Puerto Rico (Doctoral dissertation, The Ohio State University).
- Poon, J.(2011).Effects of Abusive Supervision and Coworker Support on Work Engagement. 2nd International Conference on Economics. *Business and Management* 22:65-70.
- Qu, H., & Zhao, X. (2012). Employees' work–family conflict moderating life and job satisfaction. *Journal of Business Research*, 65(1), 22–28.
- Saeed, K and Farooqi, YA (2014) Examining the relationship between work life balance, job stress and job satisfaction among university teachers. *International Journal of Multidis- ciplinary Sciences and Engineering* 5(6): 9–16.
- Shujat, S., Cheema, F., & Bhutto, F. (2011). Impact of work life balance on employee job satisfaction in private banking sector of Karachi. *Journal of Management and Social Sciences*, 7(2), 08-15.
- Syed, A. A. S. G., Bhatti, N., Michael, S., Shaikh, F. M., & Shah, H. (2012). Job satisfaction of faculty members of universities in Pakistan: A case study of university of Sindh-Jamshoro. *Modern Applied Science*, 6(7), 89.
- Syed, A. A. S. G., Bhatti, N., Michael, S., Shaikh, F. M., & Shah, H. (2012). Job satisfaction of faculty members of universities in Pakistan: A case study of university of Sindh-Jamshoro. *Modern Applied Science*, 6(7), 89.
- Tanaka, S., Maruyama, Y., Ooshima, S., & Ito, H. (2011). Working condition of nurses in Japan: awareness of work–life balance among nursing personnel at a university hospital. *Journal of clinical nursing*, 20(1-2), 12-22.
- Winefield, A. H., Gillespie, N., Stough, C., Dua, J., Hapuarachchi, J., & Boyd, C. (2003). Occupational stress in Australian university staff: Results from a national survey. *International Journal of Stress Management*, 10(1), 51.