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

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Abstract *The study examines the relationship between work-life balance, job satisfaction and organizational commitment on employee performance among administrative staff in Northern region universities in Malaysia. The study adopts quantitative research method of primary source was utilized to collect the data from two hundred and seventy-one administrative staff respondents by using probability sampling technique and data collected and analysed by using Statistical Package for Social Science (SPSS). The data were analysed using different statistical techniques such as reliability survey, descriptive of variable 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 or otherwise of organizational goals either private or public sectors.*

Key words Work-life balance, job satisfaction, organizational commitment, employee performance

JEL Codes: J28, D23

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1. 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 key to the understanding of organization. Though it can be determined by many factors, the level of effectiveness and efficiency can be measured in a given organization via employees' performance. This is applicable to many organizational structures which is the universities sectors cannot be undermined. Within the Malaysian context, administrative staff in Northern region universities in Malaysia concern employee job performance and step by step turning into a typical talk particularly for administrative staff.

On the other hand, work-life balance has suggestion on labourer behaviours, demeanours', prosperity as well as organizational adequacy. Moreover, work-life balance defined as the equilibrium point between amount time and effort spend by a person in their work and personal life (Clarke *et al*., 2004). According to Greenhaus *et al.* (2003), work life balance can be categorized into three aspects in order to measure it, the firstly, is balancing of the time, which is regarding the quantity of time that set to complete the work and other activates, Secondly is participation balance, whereas it includes the combination of psychological and commitment to work and as well as other activities roles.

Meanwhile, according to Bird (2006) work-life balance is considered most important topic in most of the boardrooms and also in government hall nowadays. As for that, in the coming decade, it is predicted that it will become as one of the most important issues to manage by the human resource professionals. As reported by Kehl (2012) in industry Week Magazine, work life balance is rank as number one while compensation falls into rank two. Some more, an employee who feel have a good work life balance is considered to work or put effort 21% more harder compared to employees who are doing more work without any balanced. According to Patton research (Noe, 2013) which conducted among employees at United States, it is clearly stated which 75% of employees is believed not have enough time to spend with their children while 61% in considered not having time for their spouse.

Moreover, job satisfaction defined as a compensation that employees targeted as an outcome of efficient movement separately from employees profits Mustapha (2013). Employee's satisfaction closer to administrative guidelines leads to greater managerial productiveness due to employee overall performance. Similarly, rewards can also enhance the level of

and employee's work fulfilment. Shagufta Sarwar (2013) company's benefit will be high productive when employees happy with the company's regulations. Meanwhile, to be commitment in the organization there are there important estimations first full of feeling, continuation, and regulating commitment and final one is full of feeling commitment decides worker's point to go absent or remain interior the company. Studies effects established a few components which include gender, attainment, job satisfaction and work ethics have an effect on the worker organizational commitment (Wang and Hsieh 2013). Without doubt when employees satisfy for their job it leads high performance also employee commitment has a huge impact for employee performance. Finally, this is 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 objectives are: (a) To explore the impact of work life balance on employee performance among administrative staff in Northern region universities in Malaysia. (b) To identify the effect of job satisfaction on employee performance among administrative staff in Northern region universities in Malaysia. (c) To determine the impact of organisational commitment on employee performance among administrative in Northern region universities in Malaysia.

2. Literature review and hypothesis development

2.1. Employee Performance

Employee performance is a totally crucial in the organization. Because, it helps the organization rise and develop the capability of the company's employees. Also it explains into organization a great facility and interaction in which affects each space of the company. 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 measurements may be drained terms of 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 and Bernardin, 1998).

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

2.2. Work-life Balance

Many of studies shown that work-life balance started in the Nineteen Seventies as considerations produced over quality childcare programs and increments of worker offer assistance programs that were made to create specialists with focal points for stretch, discouragement, afflictions and those moo efficiency levels (Harrington, 2007). Presenting labourer offer assistance programs are vital to people who are feeling family problem. Lockwood (2003) defined work life balance as a technique of handling individual and work duties. The idea of work-life balance deals with result the methods of balance 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 in such a technique that an overlapping circumstance is not made (Konrad and Mangel, 2000). Work-life balance is essential particularly when institutes have to manage extraordinarily technical professional because their high loyalty and commitment is required forth achievement of the institute. In line it can be enterprise for fulfilment of the workers (Eshetu, 2016).

Furthermore, according to Clark (2000) balancing work and life is development of hanging a perfect balance among the vocation of a private besides their personal life with all of their several associations. Felicity (2013), expressed as imperative in upgrading representative execution at work and private. Moreover, Sex qualification exists in work life adjusts wants as a result of work and other activities obligations are completely distinctive for man and women. Many of the studies have found that a positive relationship existed 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 was investigated extensively a long time ago. According to Anitha, (2014) they cited that there is a significant relationship between work-life balance and employee performance. For that perspective they clarified that when employees able to balance between their work and other activities they can put big contribution to their organizations so, that influences to their job performance. Hence based on above points, the first hypothesis proposed in this study are as follow:

H_1: There is a positive relationship between work-life balance and employee performance.

2.3. Job Satisfaction

In order to know the concept of job satisfaction is firstly there are numerous different concepts of job satisfaction developed by different scholars. These diverse approaches existences because of each employee have a distinctive feeling and response to his or her organization. To measure and define job satisfaction can be challenging because it' influenced through the employee's attitude as well as ability to settle the required task, the communication in the organization and how the management treats their employees. The most commonly job satisfaction definition cited are analysed in the following lines. According to Varoom, (1964) job satisfaction emphases on the role of the worker with in the workplace. Therefore, job satisfaction as affective orientations 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 circumstances that effect 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 must do with the way how the representative feels that's work fulfilment presents a collection of things that cause a sense of fulfilment.

Furthermore, job satisfaction clarified in what way satisfied a person by his/her work. It's expected that employees would be more fulfilled with their job if they were found to be satisfied and enjoyable in doing their job (Noah and Steve, 2012). Essentially, Robbins and Judge (2013) also explained that job satisfaction depicts a positive perception towards a particular job, resulting by assessment of its characteristic. In other words, workers who sustain extraordinary level of job satisfaction hold positive discernment towards his/her work. On the opposite, employees with low satisfaction tend to consume 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 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 *et al.* (2015) that also clarified the positive toward their job and higher motivation, the higher performance will have. Therefore, based on above discussion, the second hypothesis proposed in this study are as follow:

H_2: There is a positive relationship between job satisfaction and employee performance.

2.4. Organizational Commitment

Last three or four decades organizational commitment has come on of the most fashionable elements. Like each 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 design. Many definitions and measures have the common point that organizational commitment is considered to be a sure or a linkage of the person to the organization (Mathieu and 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 3 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). A lot of the interest concerning organizational commitment is the belief that extremely organizationally committed employers are theorized to interact in more citizenship activities, display higher job performance etc. (Jaros, 1997) and other comparable desirable behaviors. According to Wombacher and Felfe (2017), organizational commitment is a basic component in analysing and clarifying the employee's behaviours in their 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 *et al.*, 2017).

Another viewpoint is that "exchanged-based definition" or "side-bet" theory (Becker, 1960; Aluto *et al.*, 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 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 and Rothman, 2007; Mathieu and Zajac, 1990). In addition, Qureshi *et al.* (2011) define organizational commitment as the feeling of duty that an employee has towards the mission of the organization.

Certainly, workers' organizational commitment is among attitudes that might result to high worker employee performance who are committed to their organization are more likely to be predominant entertainers than the less committed workers as they apply extra exertion on sake of the organization towards its victory and endeavour to achieve its destinations and missions (Jafri and Lhamo, 2013). Workers with higher a few commitment are anticipated to be more spurred and performing at most elevated levels of execution (Berberoglu and Secim, 2015). According to Sutanto (1999), he mentioned

that there is a significant and strong relationship between organizational commitment and employee performance. In this context, he explained that committed employees give big contribution goals. Additionally, Sutanto (1999) also emphasize 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 are as follow:

H_3: There is a positive relationship between organizational commitment and employee performance.

3. Methodology of research

Table 1. 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 is composed of 5,750 administrative staff in Northern region universities in Malaysia which is 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 and the researcher used probability sampling designs.

4. Results

Table 2. Outcome of multiple regressions (Employee performance)

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
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 was illustrated on multiple regression results and presents the influence of work-life balance, job satisfaction and organizational commitment on employee performance. As depicted in this Table 4.8 the three variables examined in this study: work-life balance (β=0.183t= 3.604sig= 0.000), job satisfaction (β=0.174= 3.105 = 0.000), and organizational commitment (β=0.487 = 8.533= 0.000) were found to be significant in predicting employee performance.

5. Discussions

Three hypotheses were developed for this study in which is work-life balance, job satisfaction and organizational commitment comprises of the independent variables while employee performance is the dependent variable.

The first outcome of hypothesis explains that work-life balance takes a significant and positive relationship with employee performance, it obviously indicates that and improve in standard of work-life balance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UITM, Arau, Perlis and USM) also lead to increase and higher performance. In other ways, the results from this study generalized into situation and context which administrative staffs actually feels the importance of work-life balance which significantly will give influence for their job performance. Other than that, this study become another additional source of information for previous studies that of Johari *et al.* (2017) so, they also suggest work-life balance has a significant relationship with employee performance that support the work-life balance impacting efficiency and affectively on employee performance in administrative staff in Northern region universities in Malaysia.

To sum up, it can be conclude that this result answered the first research question and objective that have been built for this study. It statistically proved that, work-life balance truly impact employee performance.The result of the second hypothesis clarified and signifies that job satisfaction is positively related to employee performance. It explains signifies that and increase in standard of job satisfaction of administrative staff in Northern region universities also, increased higher performance.

Job satisfaction of intrinsic and extrinsic element in line with that, when administrative staff have high level of job satisfaction it can be elevated to them work harder so that can give positive impact to their job performance. Furthermore,

intrinsic factors for job satisfaction play its role. When administrative staff gets appreciation from the management, they tend to become motivated. As a consequence, they will transfer their motivation energy to work more hard that significantly will give positive impact to their job performance. Therefore, it shows the higher job satisfaction improves deeply the performance of administrative staff in Northern region universities in Malaysia (UUM, UniMAP, UiTM, Arau, Perlis and USM) which will help each university achieves the target of their mission and vision as well as objectives. Consequently, the hypothesis is accepted. The final result of the hypothesis which is organizational commitment also shows that positively related to employee performance. The result explains that administrative staff in Northern region universities possesses a positive and good commitment which can lead to higher performance and enhancement of the administrative staff.

Furthermore, administrative staff is expecting to have higher levels of organizational commitment when there a solid coordinate between their individual values and goals. An employee who accepts in acknowledges and supports the organization objectives is more likely to be given to their organization and have the inclination to advance their level of job performance. The employees of administrative staff demonstrated that they would be cheerful to work until resign and they are eager to acknowledge nearly any kind of errands in arrange to keep utilized in their organization. The result of this hypothesis is in link with previous researches that of (Setyaningrum *et al.*, 2017) who also recommend organizational commitment have a significant and direct relationship to employee performance. Hence, the hypothesis is accepted. 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).

6. Conclusions

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

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