

## **MEDIATING EFFECT OF WORK-LIFE BALANCE ON WORK MOTIVATION OF POST-GRADUATE TRAINEE DOCTORS IN PUBLIC SECTOR HOSPITALS: EVIDENCE FROM PAKISTAN**

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**Abstract.** Most of the studies have elaborated the antecedents and outcomes of Work-Life Balance (WLB). However, the current research explores the possible role of Work-Life Balance as a mediating variable in a sample of doctors of public sector of Pakistan. This study evaluates the effect of various job related factors such as supervisor support, organizational support and job value on the WLB of post graduate trainees of public hospitals. Furthermore, it sheds light on the mediating behavior of WLB between the job factors and motivation to work. The conclusion and information extracted from this cross-sectional study could help the policy makers and the government to design and develop strategies that would enhance WLB and work motivation of the doctors. The results confirmed that the job related factors were positively associated with WLB and the control variables; marital status and number of children, did not have any significant association with WLB. Furthermore, the results from stepwise

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linear regression established the partial mediating role of WLB between the job related factors and work motivation.

**Keywords:** Work life balance, Supervisor support, Organizational support, Job value, Work motivation

## **I. BACKGROUND, CONTEXT AND RATIONALE**

One cannot assume that employment experiences are universal. Economic, sociopolitical and cultural factors, education systems and family structures will have an effect on individual's experiences in the workplace, on the centrality of work in people's lives, on how work and family responsibilities are negotiated and how childcare responsibilities are divided.

Globalization, increased competition, changes in family structure and the working conditions affect the individuals and their workplace experiences, and also their private and social life experiences (Kramer & Syed, 2012; Ollier-Malaterre, 2010; Jang, 2009; Carlson et al., 2009). With an increase in the competition and hence in the technological advancements, the organizations have become far more competitive. This makes these organizations much more agile, flexible and focused on the needs of the customer. And to fulfill that organizations require empowered employees who are forced to devote most of their time at work. But self-development and fulfilment of family responsibilities are imperative for an individual (Poulose, 2014). As these challenges have emerged through the passage of time, voice for advancing human rights such as the right to 'decent work' has also gained importance. As part of the initiatives and purposes of the International Labour Organization (ILO), there is an objective that employees should be provided with decent and productive work in which they are allowed freedom and equity along with security and human dignity. These objectives have been effective since 1999 (ILO, 1999, p.3). Decent work is an important objective in itself, however it is believed that the decent work can prove to be a major contributor in the sustainable development. It is a major element of the quality of life and 'balancing work and family life' is considered to be a significant indicator of decent work (Anker, Chernyshev, Egger, Mehran, & Ritter, 2003). It has been suggested that to keep an employee satisfied, dedicated and motivated towards his/her

job, there should be a balance between the work life and his family life (Poulose, 2014).

## II. LITERATURE REVIEW

### WORK-LIFE BALANCE

The term 'balance' often carries different connotations as it implies different life experiences. The term 'balance' assumes that there exists a tradeoff between work and life of an employee. On the contrary, these two concepts overlap with each other and the actual problem of distress emerges because of lack of demarcation between these two concepts (Taylor, 2002).

The concept of WLB emerged because of the increasing female workforce who required family friendly policies but this concept is equally valid and applicable for the men who strive really hard to balance work and personal demands (Clarke & O'Brien, 2003). WLB can be conceptualized as the difference of rewards and concerns and attaining a sense of harmony and coherence in life (Clarke et al., 2004). It is the "satisfaction and good functioning at work and home, with a minimum of role conflict" (Clark, 2000). When the resources of work and family are sufficient to meet the requirements and demands of the family, the work and life of an employee are said to be balanced and thus enables the worker to remain satisfied within the both domains (Voydanoff, 2005). A balanced work and life guarantees psychological wellbeing, satisfaction and overall synchronization in life (Clark et al., 2004; Clark, 2000).

Two hypothesis namely conflict hypothesis and enhancement hypothesis had been proposed to explain the phenomenon of WLB. Conflict hypothesis suggests that because of the limited and scarce resources, numerous roles with inconsistent demands cause a strain and conflict for the individuals (Goode, 1960). The enhancement hypothesis, states that multiple and incompatible roles and responsibilities offer benefits in the form of privilege, rank, safety and security and individual growth which in turn magnifies the individual means and resources and expedite role performance. The latter hypothesis is supported by other authors, such as Marks (1997) and Sieber (1974).

The factors influencing WLB have been classified as individual, organizational and societal factors (Paulose, 2014). Demographic factors like working hours, provision of social security, flexible working environment has been associated with WLB (MacInnes, 2006; Smithson and Stoke, 2005; Dex and Bond, 2005; Hardy and Adnett, 2002). Furthermore, a balance between work and life is associated with the employees' satisfaction and motivation in their jobs (Mahya & Jaim, 2014). And the imbalance in work and family life is said to be a potential source of turnover, absenteeism and lack of productivity (Greenhouse et al., 2003). According to Voydanoff (2005) work and life of an employee are balanced when the resources of work and family are sufficient to meet the demands of family and work hence enabling the worker to remain satisfied with both the domains (Voydanoff, 2005).

#### **SUPERVISOR AND ORGANIZATIONAL SUPPORT AND WORK-LIFE BALANCE:**

According to Hopkins (2005), the employee feels much more integrated and dedicated with the job and the organization where there is presence of supervisory support. Supervisors play an important role in changing the level of professional stress, moral exhaustion and fatigue. They can help in maintaining WLB or their undue criticism inversely affects WLB (Fathima& Sahibzada, 2012). In the organizations where there has not been established any policy regarding the balancing of work and lives of the employees, it is mandatory that the supervisors help their subordinates in maintaining their life and work balance. The perception about the presence of supervisor support and organizational support at large develops a feeling or recognition in the employees and thus enhances the job satisfaction (Jang, 2009; Thompson, Kirk & Brown, 2005; Stamper & Johlke, 2003). Fathima and Sahibzada (2012) also identified colleague support and job resources i.e. availability of adequate resources at work, to be positively related with the WLB while undue criticism at the workplace inversely affects WLB. Organizational support in the form of existence and extent of implementation of supportive rules and policies might be relevant in the context of doctors. Employee commitment to the organization gets promoted in the presence of balance in work and life of the organization as provided by the organization as

per suggested by the organizational support theory (Smith, 2005). Therefore, the study intends to validate the following hypothesis:

H1: Supervisor Support is positively associated with WLB.

H2: Organizational Support is positively associated with WLB.

### **WORK-LIFE BALANCE AND JOB VALUE:**

The value of job and the relationship of job value with work-life balance as studied by (Smith, 2005) is under-specified in the context of doctors. One of the studies done on public child welfare workers showed that job value is significantly associated with the balance in work and life. It could be because of the reason that helping the needy and deserving children and families gives a sense of fulfillment and thus facilitates in striking a balance between the job of a child welfare worker and personal life even if the working conditions are not that amiable (Wu, Rusyidi, Claiborne, & McCarthy, 2013).

The work values have effect on the work experience of individuals because of the subjectivity involved in the nature of the work experience (Miller, 1980). It has also been found to have effect on the decision of job choice (Judge & Bretz, 1992). So the following hypothesis can be safely derived.

H3: Job Value is positively associated with WLB.

### **WORK-LIFE BALANCE AND SOCIO-DEMOGRAPHIC FACTORS**

The variables such as the gender of the subjects, age and their locality of residence has been studied as control variables by various researchers (Lambert et al., 2006; McGowan, Auerbach, & Strolin-Goltzman, 2009). It has been emphasized that gender is greatly related with the balance in work and life of the employees (Connell, 2005; Lewis, 2003; Lewis & Campbell, 2008; Mescher et al., 2010; Moen & Yu, 2000). Also as the workers grow older, their children grow older too and hence they have fewer responsibilities at home and in their personal lives as compared to those workers who are relatively younger and have younger dependents. It can hence be assumed that the increase in age causes increase in the balance of work and life.

Furthermore, it has also been observed through study that trainees or residents who are married look forward to work but the work load or number of hours cause a strain and stress on the family life. And the trainees having children experience more strain on their family lives. Thus being married or parent cause work life conflict (Sullivan, 2013).

So following hypothesis can be derived:

H4: Marital Status and Number of Children are negatively associated with WLB.

### **MEDIATING EFFECT OF WORK–LIFE BALANCE ON MOTIVATION TO WORK**

Through the series of researches the concept of motivation has evolved and motivators have been defined and redefined from money, employer attitude, incentives, meaningful piece of work and so on (Dickson, 1973; Deci, 1972). Pinder (1998) defined the work motivation as a set of forces that get originated inside an individual and beyond his or her being, that initiate behavior related to work and to determine the sort, extent, time span and direction. Pinder (1998) has also described work motivation as the influence of work behavior having been caused by the internal and external forces.

The motivation to work (1959) literature began by asking, “what do people want?” and motivation hygiene theory furnishes a map for “What do people want?” So it potentially answers what motivates them to work or it can further help in exploring why some superficial factors seem to be related to the motivation to work. So in our study work life balance could be the possible link that connects the various factors with the motivation to work and explains how and why this relationship exists.

Job social support might enable the process of successfully coping with the strains of the job thus avoiding or cushioning what are possibly the harmful effects of these kinds of jobs (Cohen & Wills, 1985). The provision of social support does not only cause cushioning the adverse effects of jobs, also result in the promotion of employee intrinsic motivation. When one is supported and valued by their supervisor and their colleagues, they contribute towards making the environment more pleasant and rewarding for them. The perceived availability of support may elevate levels of intrinsic motivation (Vallerand, 1997). It has been

further found by Van Yperen (2003) that high job social support is needed to enhance intrinsic work motivation (Van Yperen & Hagedoorn, 2003). Tummers (2002) has also predicted social support as one of the predictors of intrinsic motivation (Tummers, Landeweerd, & van Merode, 2002).

H5: WLB partially mediates the relationship between Supervisor Support and Motivation to Work.

H6: WLB partially mediates the relationship between Organizational Support and Motivation to Work.

While discussing the main dimensions of motivation, being able to decide about the usage of time or flexibility has been identified by Hertting (2004). According to De Cooman et al. (2008), the availability of suitable working hours and option to combine work with the private matters and security of the job are not rendered as important predictors of motivation. It remains worthwhile to see in our research whether flexible working hours are predictors of work motivation.

Job Value: Motivation to work intrinsically primarily gets determined by the certain elements of the job that increase the challenge of work thus making it more worthwhile; such as opportunities to learn and autonomy (Janssen, De Jonge, & Bakker, 1999). In the presence of autonomy with employees there is a continuous provision of feedback and they have identified an important piece of work to do as part of their jobs, i.e. their work has meaningful contribution and intrinsic motivation would compel them to perform well (Hackman & Oldham, 1980). Also while studying the factors affecting the motivation of nurses, it has been established that attaining a sense of meaning or experiencing meaningfulness of work provides the motivation to care for the patients (Ozturk, Bahcecik & Baumann, 2006; Edgar, 1999; Reutter & Northcott, 1993).

H7: WLB partially mediates the relationship between Job Value and Motivation to Work.

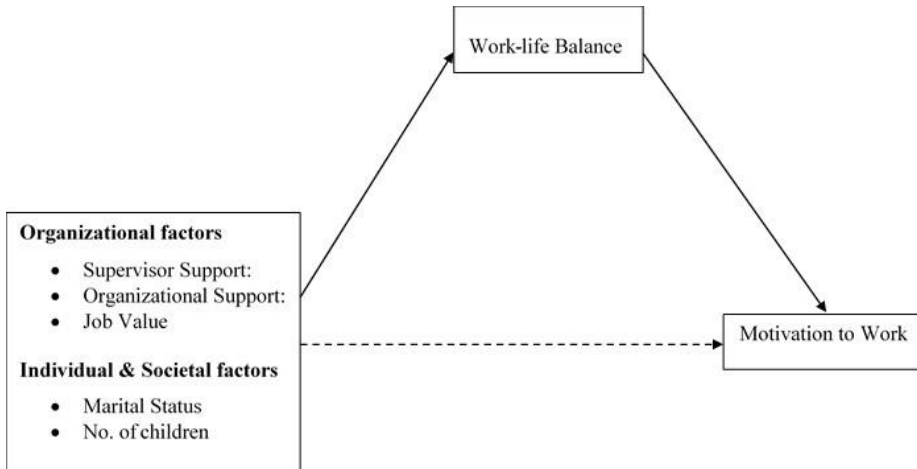
### **III. THEORETICAL FRAMEWORK**

In the previous discussion the factors related to job and demographics associated with WLB and motivation to work have been elaborated. The

mechanism of associations between these factors, balance of work and life, and motivation to work deserves investigation further ahead. It is probable that an essential factor contributing and influencing motivation to work, a balance between work and life also serves as a mediator in the association between the factors mentioned before and motivation or the doctors to work. Doctors might experience worse work–life balance when the working conditions are unpleasant, which leads to lower level of motivation to work. Improving the conditions of work can improve the perceptions of workers positively towards the relationships of their work and life. Summing up empirical evidence and logical analysis implies that the mediating role of work–life balance in the association of factors related to job and motivation to work holds significance. The present study aims to explain that:

Figure 1

## Conceptual Framework



The following two research questions will be addressed by this study:

1. What are the factors related to the job that are associated with the work-life balance of post graduate trainees in public hospitals?
2. Does WLB partially mediates the association of various job factors and motivation to work?



#### IV. RESEARCH DESIGN AND METHODOLOGY

This study was conducted under a positivist paradigm and it followed a deductive approach and is cross-sectional in nature. A survey was conducted as a source of primary information. The data was collected through self-administered structured questionnaires from the doctors of government hospitals who were enrolled in the post graduate training program at that time. Simple random sampling was done at two stages and 335 responses were gathered from the five randomly selected hospitals.

#### V. QUESTIONNAIRE CONSTRUCTION AND PRE-TESTING

The data collection tool, structured questionnaire was developed, although the inspiration was taken from several studies of Wu (2013), Pichler (2009), Tremblay et al. (2009), Anker (2003) and Smith (2005). At the initial stage its face validity and then reliability was checked through inter-item correlation and Cronbach Alpha values.

#### VI. RESULTS

##### DESCRIPTIVE STATISTICS

SPSS v20.0 with plug ins was used to analyze the data. The sample comprised of 335 participants from various government hospitals. From Table 1 we can see that the majority of the sample was female (57.6%), aged between 25 and 30 (71.6%), unmarried (50.7%) and did not have children (66.3%).

TABLE 1

A Brief Summary of Descriptive Statistics

Variable	Classification	Frequency	Percentage
Gender	Male	142	42.4
	Female	193	57.6
Age	25 or under	52	15.5
	more than 25 -30	240	71.6

Variable	Classification	Frequency	Percentage
	30 +	43	12.8
Marital Status	Married	165	49.3
	Unmarried	170	50.7
No of Children	0	222	66.3
	1	76	22.7
	2	24	7.2
	3	11	3.3
	4	1	.3
	5	1	.3

## **CORRELATIONS**

The Pearson product-moment correlation coefficient was used to find out the association between the independent variables (supervisor support, organizational support and job value), work life balance and motivation to work.

The correlation matrix has been displayed in Table 2 and the reliability of all the measures are shown in the diagonal. Furthermore, it can be seen that the correlation coefficient between supervisor support and work life balance is .303 with  $p=.000$ . Organizational Support and work life balance are correlated as  $r = .184$  with  $p = .001$  and job value has value of correlation coefficient .234 with  $p = .000$  with WLB. So Supervisor Support and job value have weak but positive association with WLB which is statistically significant and supervisor support has moderate positive correlation with WLB (Field, 2014).

TABLE 2

Internal Consistency Reliabilities and Intercorrelations

Variable	Mean	SD	1	2	3	4	5
1. WLB	3.007	.689	.758				
2. Sup Support	3.169	.729	.303**	.864			
			.000				
3. Org Support	2.687	.699	.184**	.131*	.805		
			.001	.016			
4. Job Value	3.590	.638	.234**	.178*	.120*	.771	
			.000	.001	.028		
5. Motivation	3.296	.591	.255**	.156*	.215*	.525**	.737
			.000	.004	.000	.000	

*Note.* Internal consistency reliabilities appear along the diagonal. WLB = Work Life Balance; Sup Support = Supervisor Support; Org Support = Organizational Support; Motivation = Motivation to Work, No. of children = Number of children

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

Furthermore, the value of correlation coefficient of supervisor support and motivation to work has come out to be .156 and  $p = .004$ , which shows that supervisor support has weak positive association with motivation to work. Organizational support and motivation to work has the value  $r = .215$  with  $p = .000$ , thus having a weak positive but significant relationship with motivation to work. Finally, job value and motivation to work has the value  $r = .525$  with  $p = .000$ , which shows that job value has positive and strong relationship with motivation to work which is statistically significant as well.

**REGRESSION**

Regression analysis was performed to examine the relationship between work life balance and the predictor variables i.e. supervisor support, organizational support and job value. Control variables, marital status and number of children were also added at this point. The results have been summarized in Table 3.

**TABLE 3**

Regression of work life balance on independent variables (N=335)

Independent Variables	B	(SE)	$\beta$	Sig
(constant)	1.228	.256		.000
Marital Status	-.007	.089	-.005	.938
No. of Children	-.043	.054	-.052	.422
Supervisor Support	.244	.049	.258	.000
Organizational Support	.130	.051	.132	.011
Job Value	.190	.056	.176	.001
R <sup>2</sup>	.145			
Adjusted R <sup>2</sup>	.132			
F (significance)	11.143(.000)			
df <sub>1</sub> /df <sub>2</sub>	5/329			

Note: df: degrees of freedom

Dependent Variable: Work Life Balance

We can see from the table that the overall model explained 14.5% ( $F = 11.143$ ,  $p = .000$ ) of variance in work life balance. Furthermore, the regression coefficients represent the mean change in dependent variable for one unit of change in the predictor variable while holding other predictors constant in the model. These magnitude of effects are reported in B column (the unstandardized regression coefficient), which shows that all independent variables have positive and significant effect on work life balance. From the B values it can be seen that the supervisor support has the largest impact as compared to other variables. Considering the control variables, Work life balance has a negative weak relationship with marital status and number of children which is not significant as

well. Furthermore, if we intend to see the impact of independent variables on WLB, we could formulate the following equation as well.

$$Y = B_0 + B_1 * \text{supervisor support} + B_2 * \text{organizational support} + B_3 * \text{job value}$$

$$\text{WLB} = 1.228 + .244 * \text{supervisor support} + .130 * \text{organizational support} + .190 * \text{job value}$$

But that is not really the purpose of this particular research.

### **MEDIATING EFFECT OF WORK LIFE BALANCE ON MOTIVATION TO WORK**

The mediation effect of work life balance on motivation to work was checked through the four step procedure suggested by Barron & Kenny (1986). Step 1 determined the significant relationship between the independent variable and motivation to work without adding work life balance, i.e. path c. Step 2 showed the relationship between independent variables and the mediating variable, work life balance, i.e. path a. Step 3 showed the relationship between mediating variable work life balance and the independent variable motivation to work, i.e. path b. Step 4 showed that the strength of the relationship between the independent variables and motivation to work was reduced after controlling for the mediating variable, work life balance, i.e. path c'.

### **INDEPENDENT VARIABLE, SUPERVISOR SUPPORT:**

The regression coefficient for the association of supervisor support and motivation to work (step 4) while controlling the effect of WLB is .075 as shown in the Table 4. Furthermore, it should be noticed that supervisor support does not remain significant ( $\beta = .093$ ;  $p = 0.096$ ) when WLB is controlled, which is an indication of significant mediation.

Results show that WLB partially mediates the relationship between supervisor support and motivation to work. For the association between supervisor support and motivation to work, the B value from step 1 which was .125 has decreased to .075 in the last step with the inclusion of WLB in the regression model.

TABLE 4  
Mediation Analysis for Organizational Support (N=335)

Independent Variables	Step 1			Step 2			Step 3 & 4		
	B	(SE)	$\beta$	B	(SE)	$\beta$	B	(SE)	$\beta$
Marital Status	-.205	(.08)	-.174**	-.021	(.09)	-.016	.268	(.57)	.227
No. of children	.115	(.05)	.161	-.023	(.06)	-.028	.004	(.01)	.298
Supervisor Support	.125	(.04)	.154**	.289	(.05)	.306***	.075	(.05)	.093
WLB							.193	(.05)	.225***
R <sup>2</sup>	.047			.094			.078		
Adjusted R <sup>2</sup>	.038			.085			.066		
F (significance)	5.382 (.001)			11.392 (.000)			6.939 (.000)		
df	3/331			3/331			4/330		

\*  $p < .05$

\*\*  $p < 0.01$

\*\*\*  $p < .001$

### EFFECT SIZE OF MEDIATION:

The above steps only indicated the presence of mediation by judging through the regression coefficient for the indirect effect. It did not give any idea about the size of the effect. For that purpose, a measure called kappa-squared ( $k^2$ ) proposed by Preacher and Kelly (2011) was adopted.

From the results it was observed that there was a significant indirect effect of supervisor support on motivation to work through WLB,  $b = .056$ , BCa CI [.026, .097]. We can see also observe that the  $b$  value lies within the range of .026 and .097, which does not include zero, so it is likely to be a genuine indirect effect (Field, 2013).

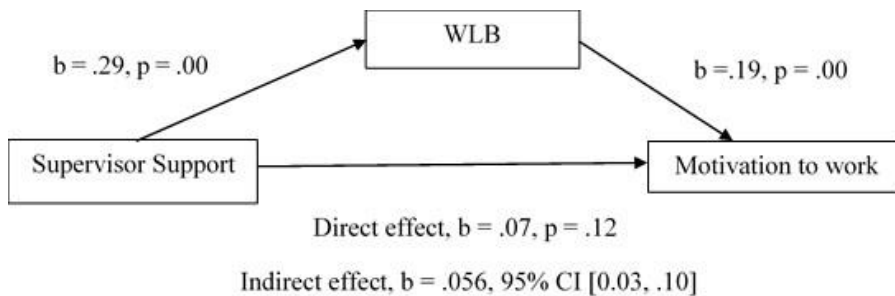
TABLE 5  
Kappa-Squared

	Effect	Boot SE	BootLLCI	BootULCI
WLB	.067	.020	.031	.111

From table 5 we can see that the range of confidence interval does not include zero and we know that  $b = 0$  means ‘no effect’, so the true effect size is greater than ‘no effect’. Since  $k^2$  is .067, we can say that indirect effect is 6.7% of the maximum value that it could have been, given the design of the study used. This can also be demonstrated by a diagram:

Figure 2

Model of Supervisor Support as a Predictor of Motivation to Work, Mediated by WLB



### INDEPENDENT VARIABLE, ORGANIZATIONAL SUPPORT

Now in order to test the hypothesis 6 the four step regression was carried out again for the independent variable organizational support.

TABLE 6

## Mediation Analysis for Organizational Support (N=335)

Independent Variables	Step 1			Step 2			Step 3 & 4		
	B	(SE)	$\beta$	B	(SE)	$\beta$	B	(SE)	$\beta$
Marital Status	-.184	(.08)	-.156	.005	(.09)	-.004	.131	(.56)	.111
No. of children	.104	(.05)	.145	-.028	(.06)	-.033	.002	(.01)	.176
Organizational Support	.172	(.05)	.204***	.183	(.05)	.186***	.146	(.04)	.173***
WLB							.190	(.05)	.222
R <sup>2</sup>	.064			.035			.099		
Adjusted R <sup>2</sup>	.056			.026			.088		
F (significance)	7.56 (.00)			3.97 (.008)			9.035 (.000)		
df	3/331			3/331			4/330		

\*  $p < .05$ \*\*  $p < 0.01$ \*\*\*  $p < .001$ **EFFECT SIZE OF MEDIATION:**

Now for the size of mediation, there was a significant indirect effect of organizational support on motivation to work through WLB,  $b = .035$ , BCa CI [.014, .073]. Since this range does not include zero, so it is likely to be a genuine indirect effect.

TABLE 7

## Kappa-squared

	Effect	Boot SE	BootLLCI	BootULCI
WLB	.041	.017	.016	.082

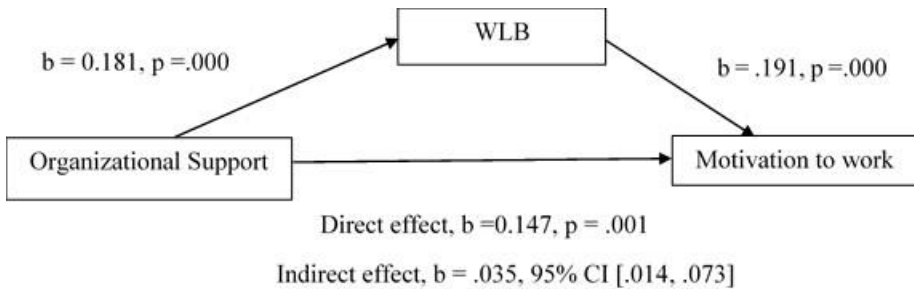
This indicates a relatively small effect,  $k^2 = .041$ , 95% B Ca CI [.016, .082] which means that the indirect effect is almost 4.1% of the maximum possible value.

This can also be demonstrated by a diagram



Figure 3

Model of Organizational Support as a Predictor of Motivation to Work, Mediated by WLB



**INDEPENDENT VARIABLE, JOB VALUE:**

Now for hypothesis 7 the four step regression was carried out again for the independent variable Job Value.

TABLE 8

Mediation Analysis for Job Value (N=335)

Independent Variables	Step 1			Step 2			Step 3 & 4		
	B	(SE)	β	B	(SE)	β	B	(SE)	β
Marital Status	-.204	(.07)	-.173	-.015	(.09)	-.011	.570	(.50)	.483
No. of children	.098	(.04)	.137	-.022	(.06)	-.026	.007	(.01)	.573
Job Value	.484	(.04)	.523***	.255	(.06)	.236***	.464	(.04)	.501***
WLB							.116	(.04)	.135
R <sup>2</sup>	.296			.056			.306		
Adjusted R <sup>2</sup>	.289			.047			.297		
F (significance)	46.35 (.00)			6.53 (.000)			36.311 (.000)		
df	3/331			3/331			4/330		

\* p < .05  
 \*\* p < 0.01  
 \*\*\* p < .001

**EFFECT SIZE OF MEDIATION:**

We can state that there was a partial but significant mediation effect of WLB between job value and motivation to work,  $b = .030$ , BCa CI [.009, .062]. This indicates a relatively small effect,  $k^2 = .039$ , 95% B Ca CI [.013, .077].

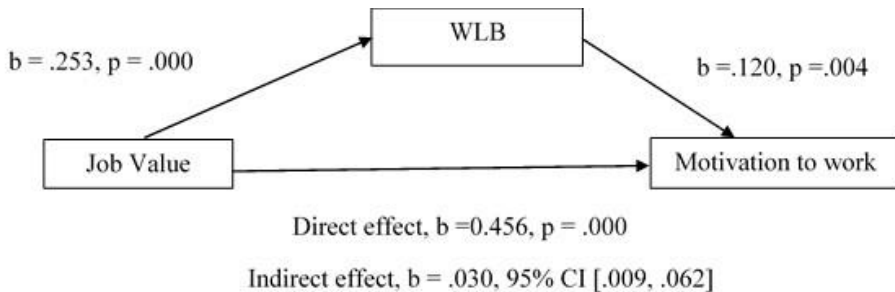
TABLE 9  
Preacher and Kelley (2011) Kappa-Squared

	Effect	Boot SE	BootLLCI	BootULCI
WLB	.039	.016	.013	.077

This can also be demonstrated by a diagram:

Figure 4

Model of Job Value as a Predictor of Motivation to Work, Mediated by WLB

**VII. DISCUSSION**

The current study has analyzed the relationship of various job related factors like supervisor support, organizational support and job value with WLB. Furthermore, it examines the possible mediating role of WLB between these factors and motivation to work among 335 post graduate trainees of public hospitals. First of all, the results of correlation and regression analysis showed that the job related factors like supervisor support, organizational support and job value were positively associated with doctor's WLB. While the variables like marital status and number of children were negatively associated (insignificant).

Furthermore, it was confirmed that WLB partially mediates the relationship between the job related factors and motivation to work. In our research, supervisor support had the most significant impact on WLB. It had the greatest magnitude of influence on WLB out of the variables supervisor support ( $\beta = .258$ ), organizational support ( $\beta = .132$ ), job value ( $\beta = .176$ ) and the control variables (Table 3). This proves that supervisors and their support have a major influence on the stress of the employees and help alleviate the moral exhaustion which ultimately supports in attaining a healthier WLB (Thompson, Kirk, & Brown, 2005). The support from supervisors is of great importance in successfully integrating the employees' work and lives (Hopkins, 2005), which is the reason that in our study also doctors value supervisor support the most for a healthy work life relationship. Supervisor support also helps in enhancing the intrinsic motivation of the doctors. Since it is assumed that they are not driven by the extrinsic rewards (Janssen et al., 1999), it is the feeling that they are supported by their supervisors that make the environment pleasant for them and keep their work motivation elevated (Vallerand, 1997). Also, since supervisor support helps in alleviating the stress, conflict and mental exhaustion, it plays an indirect role in keeping the employee motivated for the job. It has been proven in our study as well that supervisor support exercises an indirect effect on motivation to work through WLB.

Furthermore, the association between organizational support and WLB highlights the significance of the organizational policies and measures that can help the employee attain a better WLB in the demanding work environment the importance of organizational support in achieving WLB is of paramount importance (Tremblay, Genin, & di Loreto, 2011). Because without officially endorsed rules and regulations, supervisor can support the employee only up to a certain limit. So organizational support holds its own value and importance in mitigating the stress in the lives of doctors caused by their work and life responsibilities. It has also been proved that organizational support effects the motivation to work indirectly through WLB.

The relationship of job value and WLB did not come out to be as strong as the previous literature suggested it to be (Wu et al., 2013). As it is presumed that people in healthcare professions are not driven by the extrinsic rewards (Speedling, 1990). So the main predictor of WLB and

thus motivation to work should have been job value. Although the relationship is weak but it is significant. Job value significantly predicts WLB and also exerts an indirect effect on motivation to work through WLB. Since most of the residents were working honorary, the fact that intrinsic rewards like feeling of accomplishment and opportunities for learning impacts WLB significantly was even further strengthened. The fact that they help poor children and families in need gives them a sense of accomplishment and fulfilment and thus helps in achieving a balance in their job and personal lives even if the conditions are not very pleasant (Wu et al., 2013). This provides them the sense of meaning and makes them realize the significance of their job, which keeps them motivated to do more. So job value significantly affects WLB and it also has an indirect influence on motivation to work through WLB.

Moreover, the individual demographic factors like marital status and number of children did not show up any significant association with WLB. So that refutes the assumption or the common perception of people who think that getting married or having children will disturb their WLB and thus their time and concentration for their studies/training and career. Nowadays we observe that with the increase in women participation in the workforce and thus in the dual earning couples, men are becoming relatively more involved in the family responsibilities. So having a career and a family should not be mutually exclusive. One does not necessarily have to make sacrifices like not getting married and not having children for the sake of studies or job (Panisoara, 2013). Most of the previous findings suggest that the parent employees experience relatively higher work-life conflict than those who are not parents. The results of our research are not consistent with most of these previous findings. This might be because of the joint family setup certain people have, which help them in sharing the family load. Moreover, being able to maintain a balance between family life and work life depends on one's ability to manage and multitask and not primarily on the marital status and number of children. An unmarried person could experience more imbalance than a married person who is well organized. So the issue of work life balance is not specific to a particular category of people, it is applicable to everyone.

## VII. IMPLICATIONS AND RECOMMENDATIONS

Despite the amount of research that has been done to explore the factors that play a vital role in attaining work life balance, the relationship of those factors with the work life balance and the possible mediating role of work life balance between the job related factors and work motivation had not been analyzed in the sample of doctors in the public sector of Pakistan earlier.

It is simpler to view work–life as a system that holds interdependent work and life that also influence the other parts of the system (Munn et al., 2011). There are three intersecting forces included in the work-life system which are: individuals, organizations, and government. There are also involved three corresponding dimensions that are work–life balance, work–life initiatives, and work– life policy (Figure 5). Each dimension in the work–life system has implications for workers, organizations, and government. Work–life policy may impact organizational work–life initiatives, which in turn impact the work–life balance of employees. The needs of employees and organizations may also impact the availability of work–life initiatives within an organization and the development, design, and implementation of public work–life policy (Munn, 2013).

So the needs of the employee should be first identified in the contextual setting and then the appropriate policy initiatives should be taken.

Figure 5

Work Life System (Munn, 2013)



Human resource management practices in modern organizations emphasize effective strategies that ensure employee well-being which

will then be translated into organizational commitment through initiatives referred to as employee engagement. Through research different strategies like self-scheduling of shift interventions and employee controlled partial/early retirement are found to improve health and/or wellbeing (co-workers' social support and sense of community) and no ill health effects are observed (Kerry Joyce, 2010).

In many countries as well different policies have been developed to facilitate working men and women. In Pakistan as well, certain policies have been made to facilitate working couples. With respect to maternity leave, condition to avail 45 days before and 45 days after birth has been abolished and women are not required to provide fitness certificate on joining after availing maternity leave. Furthermore, one-week paternity leave is also admissible for two children.

In addition to this, Punjab Day Care Fund (PFDC) has been established and Day Care Centers are made mandatory in all public sector offices (including universities, colleges, hospitals and other organizations) with five or more than five female employees (in process).

So currently policies are being designed to support and facilitate working couples, but still if we consider the policies and regulations of some of the welfare states, then we realize that there is still room for a lot more. There is still nothing about flexible working pattern, telecommuting, leave options or job sharing options and other provisions in standardized and official way.

So the awareness and suitability of current working arrangements should be explored and the employee needs in balancing work and family/personal life responsibilities should be explored and the results of the study should be incorporated into planning further arrangements and policies.

The results of this study can help the policy makers to understand the factors that affect the most in balancing the work and family life of the doctors and develop the policies and rules accordingly that incorporate positive synergies between work and life, so that the potential of the doctors can be efficiently utilized and their motivation level can be possibly enhanced which can thus result in the better work/job performance.

### **VIII. LIMITATIONS AND FUTURE RESEARCH**

The findings of this study cannot be generalized on a larger scale because it was based on the responses gathered from limited number of public hospitals of a particular region. So for further research, public hospitals of other cities and provinces could be considered as well to incorporate diverse groups to enhance generalizability and get a bigger picture. For future research, a longitudinal study could be done as well to establish causal relationship or the difference in behavior of the doctors as they become senior or well-adjusted to the same environment. Furthermore, this research can be expanded by doing a comparative study to explore the differences in the behavior and perception of doctors in public hospitals and private hospitals.

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