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EXPLORING THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON WORK- LIFE BALANCE IN PUNJAB'S HEALTHCARE INSTITUTIONS: A QUALITATIVE ANALYSIS

ABSTRACT

This study aims to assess the relationship between organizational commitment and work-life balance among staff members working in hospitals in the Indian state of Punjab. Based on a sample of 382 hospital employees, including medical and paramedical staff, the study was conducted. The required information was gathered using a standardized questionnaire. The Smart PLS statistical tool was utilized for analysing the data that was gathered. The study's findings demonstrate a significant and positive association between organizational commitment and work-life balance in selected hospitals of Punjab, highlighting the significance of this balance in encouraging employee commitment in this situation. Based on the R^2 value of 0.644, it can be concluded that the model is responsible for approximately 64 percent of the variance in organisational commitment. Nevertheless, the circumstances that are accountable for the remaining 36 percent of variability have not been found.

KEYWORDS: Health care division; Organizational Commitment; Work-life balance. Healthcare sector, Healthcare employees.

INTRODUCTION

The state of a nation's health is widely regarded as the single most essential factor in determining that nation's overall level of wealth in today's world, giving authority to the motto that "health is wealth." One of the most important economic sectors and one of the professions with the highest rate of expansion in India is the healthcare industry. However, the provision of medical services to preserve people's health and shield them from the dangers that threaten their well-being is the component of the healthcare industry that is both the most essential and significant. When there is a shortage of health and medical services, it has a negative influence on the nation as a whole and puts an undue burden on relatively few medical professionals and paramedical workers who are forced to work excessive hours to assist

those who are sicker than they are personally able to manage. Because of this, a circumstance of this nature has the effect of having a negative influence on the WLB of (both medical and paramedical) who work in the healthcare industry. This study was initiated to analyse the problem with WLB in healthcare employees, both medical and paramedical staff in the state of Punjab.

Problem statement

There are few studies available on these two aspects, but they deal with nursing staff only. This study deals with a broader picture of Paramedical and medical staff. Every working person possesses two significant spheres in which they might play a variety of roles throughout their lives. These spheres can be broken down into two categories: job and family. To keep a healthy balance in one's life, it is necessary to fulfil the requirements of one's roles in both the workplace and the family. Every sphere has demanding requirements to meet at a particular moment in a period, but when an individual is unable to meet those expectations, there is an imbalance in that person's overall life. Due to the strong relationship between the two, it is therefore highly necessary to strive to strike a balance between your career and personal responsibilities. In contrast to the makeup of the workforce in the past, the workforce in the organization has become more diverse in recent years, and men and women now share nearly equal levels of responsibility within the company. Nevertheless, in every community, women are expected to take on the additional obligations of caring for their families and keeping their homes running smoothly. There is an expectation that women who work full-time also must take care of domestic obligations, which can add additional pressures to their already packed schedules, as stated by O'Kelly (2002). This can be challenging for women who already have a lot on their plates. This may place women in situations that are more difficult to navigate and filled with tension than those faced by men. The challenges of upholding a healthy work–life balance is becoming increasingly prevalent in the twenty-first century as a direct result of demography and societal shifts that have led to the development of a more varied labour force. We have formulated the following objective for the study.

‘To study the impact of organizational commitment to work-life balance in selected hospitals of the Punjab.’

Hypothesis 1: There is a significant impact of organizational commitment on work-life balance.

Literature Review

Organizational commitment

In 1982, Mowday was the first person to talk about organizational loyalty. Organizational commitment was described as the way employees feel about the company, including how they feel about its values and goals. People have thought of organizational commitment as a useful company asset that helps the company reach its goals. Allen and Meyer (1990) said that organizational commitment was the workers' emotional association with the company. Organizational commitment is a state of mind that shows how attached, trustworthy, and connected an employee is to their company. It is a key idea in organizational behavior, and researchers have investigated it a lot over the years. People think that organizational commitment is important for employee engagement, job satisfaction, and the general

performance of an organization. A three-component model of organizational commitment: Allen and Meyer came up with this model in 1990. It says that there are three parts to organizational commitment: affective, continuance, and normative commitment. Affective commitment is a feeling of sentimental connection to the corporation. Continuance commitment refers to a state of fear of the costs of exiting the corporation. Normative commitment is a consciousness of duty to stay with the organization. Researchers have investigated many things that affect organizational commitment. Some typical causes are job satisfaction, organizational support, a sense of organizational fairness, the way leaders act, the culture of the organization, and employee participation. Organizational commitment has been linked to several good things, both for workers and for organizations. These include better job performance, fewer plans to quit, more job happiness, more organizational citizenship behaviour, and better health for employees. A person's level of identification and association with a specific organization can be used to provide a measure of their organizational commitment, which can be described as the relative power of this identification and association with the organization in question. This can be done by using a person's level of identification and association with the organization in question. It is feasible to characterize it in terms of the three factors that are listed below 1) an unshakeable confidence in and acknowledgement of the association's objectives and ideals; 2) a readiness to devote a large deal of strength to the organisation's interest; and 3) a powerful urge to take care of membership inside the association (Hashish, 2017). Members who are effective in their roles are distinguished by the following three qualities: People's interest in the topic of organizational commitment is sparked by the presumption that exceptionally organized devoted employers are theorized to participate in more citizenship activities, and they demonstrate superior job performance (Jaros, 1997), and exhibit other behaviours comparable to those that are desired. In other words, people are interested in organizational commitment because of the presumption that exceptionally organizationally devoted employers are theorized to participate in more citizenship activities. When analysing and evaluating an employee's behaviour in the context of his or her organization, one must consider the employee's level of organizational commitment, as stated by Wombacher and Felfe (2017). This is a vital component to take into consideration. In addition, Das, Byadwal, and Singh (2017) define organizational commitment as "a feeling of dedication, a readiness to put up the effort, and the intention to continue working for a specific company for an extended period." The research that was conducted in 2013 by Maria Batool found that there is a correlation between job stress and a lack of organizational commitment. However, there was not found to be a statistically significant inverse association between the various aspects of commitment, such as effective, continuation, and normative commitment. According to the findings of the study, stress levels can be lowered to improve organizational performance as well as individual performance. This, in turn, leads to stronger employee commitment to the organization, which ultimately results in higher levels of productivity. Decreased levels of stress in the workplace lead to improved levels of passion and motivation among workers for their jobs. An investigation that was carried out in 2008 by Sajid Bashir found that there is a substantial connection between work-life rules and both career possibilities and organizational dedication. The research was conducted in the United Arab Emirates. According to the findings of the study, however, occupational qualities do not play a significant effect in the decision to remain committed to an organization. According to the findings of the

study, employee roles are also affected by role conflicts that occur in the workplace. Work-life conflict can be reduced and organizational commitment among employees can be increased by employing a variety of work-life policies, which can be implemented by companies to solve this issue. The concept of organisational commitment is multi-dimensional, with several aspects being defined and examined in a variety of research conducted by professionals in the fields of management and psychology. According to Newstrom and Davis (2002), there are three different types of commitment that may be found in an organisation: emotional commitment, continuous commitment, and normative commitment (Newstrom & Davis, 2002; Nobarieidishe, Somayyeh Chamanifard, Raheleh Nikpour, 2014; Oztekin, Isci, & Karadag, 2015). When personnel are largely responsible for machine operations, as they are in business organisations such as PT. Indocement Tunggal Prakarsa Tbk., it is expected of them that they would follow to the policies of the company, work towards specified goals, and demonstrate a strong dedication to the organisation. A mental condition that is intrinsic to personnel, in which they continually seek to offer their best for the organisation, is what we mean when we talk about emotional commitment. When employees demonstrate a continuous commitment, it demonstrates that they have a strong and unwavering desire to continue their association with the organisation. According to Newstrom and Davis (2002) and Zurnali (2010), normative commitment is characterised by an employee's strong belief in and unwavering acceptance of the organization's values and aims. For businesses to be successful, they need to not only recruit and keep a talented and passionate workforce but also workers who are committed to the organization and responsible for their actions beyond the scope of their roles, (Kapil & Rastogi, 2020). According to Akter et al. (2019), OC and WLB are significant because they affect the efficiency of organizations and the happiness of families. According to the findings of Akter et al. (2019), Liu et al. (2021), and Shabir & Gani (2020), WLB was discovered to have an affirmative and substantial connotation with organizational commitment. It is possible to say that WLB is one of the indications of OC (Wilkanandya & Sudarma, 2020). Hence, a balanced work-life makes employees more committed to their jobs.

Work-life Balance

The introduction of new technologies in the workplace has resulted in major shifts both in the character of the work itself and the attributes that are expected of employees. A shift in duties and responsibilities has occurred as a direct result of these changes, which had an impact not only on organizational structures but also on the characteristics of the workforce. Women now work alongside males in the workforce and contribute financially to the household. The desire of both men and women to realize their potential and obligations in their entirety forced the establishment of the balance into a necessity. Despite this, the work of the organizations is becoming increasingly complicated. In this complicated and challenging climate, organizations are making efforts to maintain a strong WLB for their employees. A strong WLB can be characterized as an organization's ability to benefit from an employee's goal to analyse their experiences in the workplace as well as in areas that are not related to their employment. The Department of Trade and Industry in the UK states that the "work-life balance" is "achieving a satisfying balance between meeting one's career goals and fulfilling one's responsibilities." According to the explanation, "work-life balance" can be attained by striking a satisfying stability between meeting one's career goals and fulfilling one's (www.dti.gov.uk). Every company or organization must make it a priority to recognize the significance of maintaining a

satisfactory equilibrium relating to worker's professional and personal duties. The stress level of employees will increase if they are unable to maintain a healthy balance in their lives. In a study by Moorhead and Gryphon (2013), WLB is a person's ability to strike a good balance between the demands of their job and the needs of their personal life and family. This means that they can meet the requirements of both their professional and personal lives. 2014 study by Poulouse and Sudarsan states that an individual's ability to maintain a healthy work-life balance may be influenced by various factors, including personal traits, structural issues, and ecological issues. Meanwhile, Lazar et al. (2010) suggests that achieving a WLB can benefit organizations in several ways, such as reducing absence and lateness, improving efficiency, enhancing employee commitment and loyalty, retaining customers, and diminishing employee turnover. Handayani et al. (2015) define WLB as a state where an individual can manage various responsibilities and set priorities, resulting in a sense of involvement and satisfaction in both their work and family domains, with minimal conflict. According to Moorhead and Griffin (2013), work-life balance refers to an individual's ability to balance work demands with personal and family obligations. Fisher et al., (2009) suggest that work-life balance involves managing one's time between work and other actions outside of work, which may generate personal conflict but also provide a source of energy. The quest to strike a balance between work and life is a global issue that affects people everywhere. This problem becomes especially important when there is a lack of job satisfaction. To reduce the stress that frequently results from balancing work and family obligations, achieving a work-life balance requires a harmonious balance between professional obligations and personal obligations (Yadav and Yadav 2014). Researchers (Adnan et al. 2019) investigated the connections between one's professional and personal lives, as well as the correlations between contentment and productiveness in the workplace. A questionnaire-based survey was constructed appropriately to evaluate the same, and the research concentrated on a sample size of 289 employees from Med Pharma, which is one of the pharmaceutical firms in Jordan. Multiple regressions were performed to put the study's hypotheses to the test. Because of this study, numerous recommendations were able to be derived for the consideration of managers of organizations, particularly those in Jordanian Pharmaceutical industries, to promote work-life balance and pleasure at work, since this will enhance employee productivity. These recommendations might be taken into consideration by managers in Jordanian Pharmaceutical industries. Because of this, a greater amount of emphasis needs to be placed on the life quality elements that are known to influence the results. Affective organizational commitment, employee engagement, and job happiness are the three components that make up this aspect. According to the findings of an investigation that was carried out by (Afshan Naseem in 2011), it was discovered that happy workers deliver great performance, which in turn adds to the success of the business and, ultimately, results in increased financial wealth for the individual. The contentment of workers contributes to an improvement in the quality of the job, and it also has a beneficial effect on the contentment of customers, given that the employees who provide customer service are directly responsible for its standard of excellence. The results of the study highlight how important it is for an organization to care about its workers and treat them well to be successful.

Organizational Commitment and Work-Life Balance

Work-life balance is commonly defined as the stability between responsibilities in one's personal life and commitments at work and achieving a satisfactory work-life balance typically

involves decreasing the amount of time spent working to increase the volume of time consumed on other aspects of life (Kelliher, et al., 2019). Individuals must reduce the number of hours they devote to their work to free up greater time for various aspects of their lives. According to another definition offered by academics, Work-life balance " is the act of harmonizing and managing the three key dimensions of an individual's life—social, personal, and organizational—to ensure that sufficient attention is devoted to each area" (Wayne et. al., 2017). These three key measurements of a person's life are social interaction, individual development, and organizational commitment. To put it another way, striking a healthy work-life balance requires skillfully balancing and prioritizing the various parts of one's life to preserve equilibrium and direct sufficient attention toward social interactions, one's well-being, and professional responsibilities. In the contemporary environment, where competition is fierce, businesses are making concerted efforts to adopt procedures and exercises that assist employees in balancing the demands of their personal lives with those of their professional lives. According to Garg and Yajurvedi (2016), they can accomplish this by instituting rules that promote work-life balance. Some examples of these policies include adaptable operational hours, parental leave, and the provision of childcare facilities. In essence, organizations are making intensive attempts to develop a supportive work environment that caters to the many requirements of their workforce and makes it easier for workers to efficiently accomplish both their Work and personal lives In the framework of this research, investigators have observed that a healthy WLB is vital to confirm the efficiency of instructors for their relevant organizations (DuXbery, Higgins, & Coghill, 2003; Punia & Kamboj, 2013). This was determined to be the case by taking into consideration the context of the study. According to Hatam et al. (2016), the likelihood of an employee quitting their organization increases when there is an argument between the employee's personal life and their professional life. According to Noor (2011), companies that make it a priority to assist their workers in striking a healthy balance between their professional and personal lives produce employees who are both happier and more dedicated to their jobs.

Research Gap

There is a dearth of studies available on these aspects considering the affective, normative, and continuous commitment. Considering the past literature on the variables under study, the current research study was built on the aspect that work-life balance practices have a substantial optimistic impact on the commitment of healthcare professionals. In our research study, we have filled the research gap by examining the impact of satisfaction balance, time balance, and involvement balance on the commitment level of healthcare professionals. It is clear from previous research analysis that academics, professionals, and researchers have produced an extensive amount of written material discussing numerous aspects of the organizational commitment and work life balance the research conducted by Kim (2014) investigated the influence that a healthy work-life balance has on the affective commitment and in-role performance of industrial workers in Korea. To conduct the research, 520 questionnaires were sent out, and a total of 293 responses were considered valid. Through the utilization of regression analysis, the research endeavoured to gain an understanding of the interaction that exists between work-life balance, affective commitment, and success in one's role. According to the findings, there is a direct connection between having a healthy work-life balance and having an affective commitment. On the other hand, the research did not find any evidence of

a direct connection between work-life balance and functioning effectively in one's profession. The findings, on the other hand, demonstrated that affective commitment acts as a mediator, hence altering performance in the position. Consequently, the study found that there is a connection between work-life balance and success in one's function, but it is a connection that is indirect. This connection is made through the intermediary element of affective commitment. It is important to note that organisational commitment is the dependent variable in question, and that it is influenced by an extensive number of independent variables. Existing research has demonstrated that visionary leadership (Dhammika, 2016; Ubaidillah, Chistiana, & Sahrandi, 2019) and talent management (Al Ariss, Cascio, & Paauwe, 2014; Cheese, Thomas, & Craig, 2008; Gapersz, 2013; Lewis, 2006; Marwan, Alshaboul, & Daud, 2020; Nobarieidishe, Somayyeh Chamanifard, Raheleh Nikpour, 2014; Pramarta & Netra, 2018) are among the independent variables influencing organisational commitment. Furthermore, studies conducted by Azeem and Akhtar (2014), Gregory, Abigail and Milner (2009), Naiemaha, Azizirb, and Ruswahidac (2019), Nayak and Sahoo (2015), and Wijaya and Dewi (2017) have discovered that elements such as balance between work and personal life and job satisfaction play a part in the formation of organisational commitment.

3.1 Research Methodology

Study's Design

The effect of organizational commitment on Work life balance in the selected hospitals of Punjab was investigated using a descriptive approach.

Participants

The study's participants are healthcare employees, (medical and paramedical. Staff). A random sampling technique was applied to collect information from 382 staff members working in the Punjab state, employed by the National Accredited Board of Hospitals (NABH) and the Public Hospital System Corporation (PHSC). This was done to achieve goals.

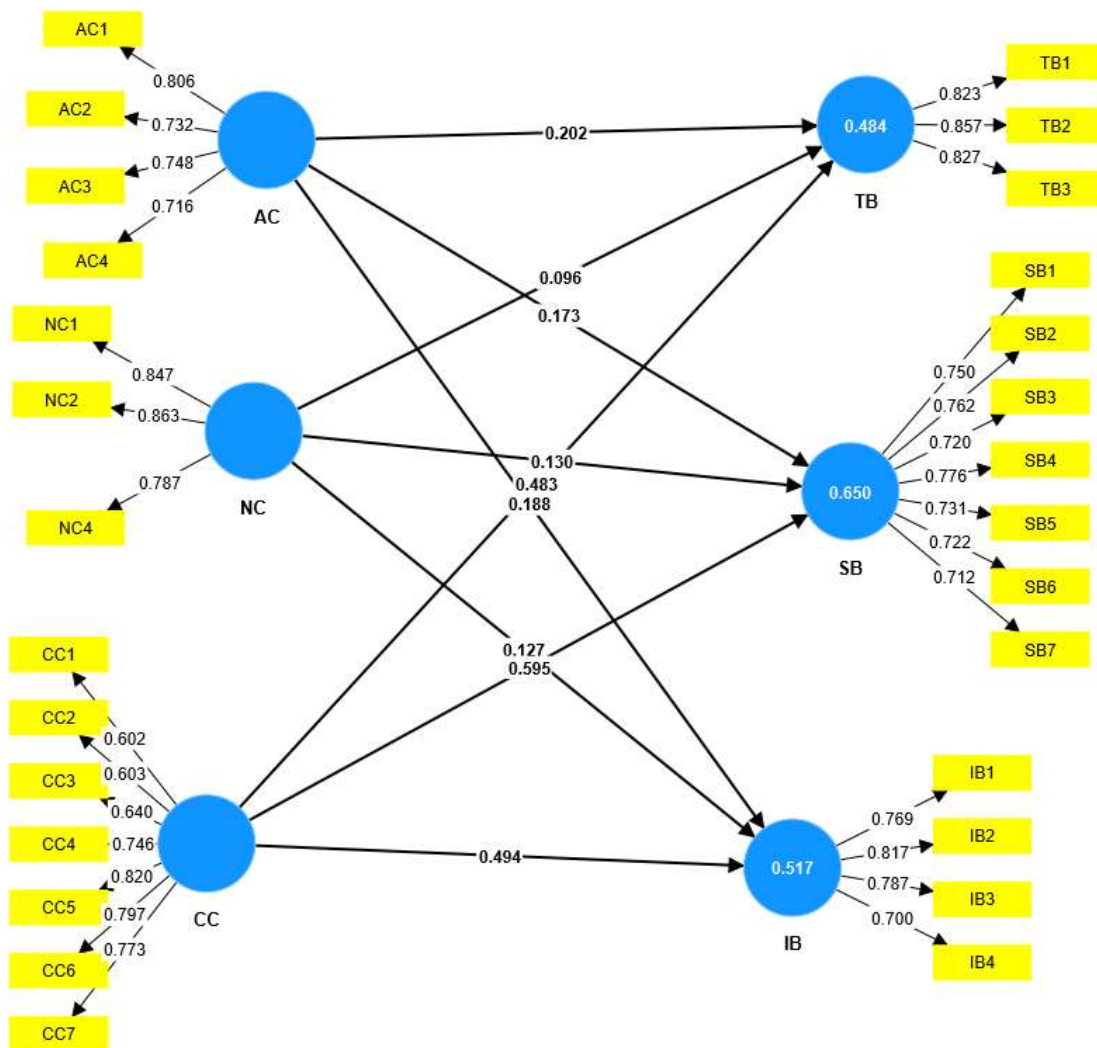
Measuring Instruments

The Allens and Mayers Questionnaire was used to verify the commitment point of the respondent, questioning respondents using a 5-point Likert-type scale expanding from 1 (Strongly disagree) and 5 (Strongly agree). Peeter and Warr's measurement of work-life balance with a small questionnaire has been used to study the work-life balance among healthcare employees in hospitals in Punjab. On this scale, respondents must rate themselves on the 5- 5-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

However, to validate both instruments, subject matter experts assisted. This is because the scales were modified rather than adopted. This resulted in the removal of some components from both scales; hence, only those components that were extremely relevant to the investigation were retained.

1. Data Analysis

Figure 1. Structural Model (Validating lower order constructs)



Source: Authors own

Convergent Validity:

convergent validity in research methodologies and psychometrics has been explained in a precise and understandable manner by you. Convergent validity is a notion that is used to assess how well two separate metrics that are theoretically meant to be connected correlate with one another. It confirms that two measurements that are used to measure the same or nearly related ideas are connected and help determine whether they are convergent on the same underlying notion. This validation is crucial to make sure that the measurements are accurate in measuring what they are supposed to, and that they do so consistently and reliably.

Table 1. Cronbach's alpha, composite reliability and average variance were extracted.

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AC	0.744	0.747	0.838	0.565
CC	0.839	0.85	0.879	0.514
IB	0.769	0.772	0.853	0.592

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
NC	0.78	0.787	0.872	0.694
SB	0.862	0.863	0.894	0.547
TB	0.784	0.786	0.874	0.699

Source: Authors own

Based on three criteria, the study assessed the scale items' convergent validity. First, the composite dependability for each construct should be more than 0.70. Second, as recommended by Hair et al. (2007), factor loadings ought to be more than 0.50. Finally, the (AVE) must exceed the 0.50 cut-off point established by Fornell and Larcker (1981) for each variable. All these measures are within the permitted range, according to the data in the dependability table.

Discriminant Validity

The next step in demonstrating construct validity is the evaluation of discriminant validity, which can be carried out in several ways. Discriminant validity is a vital factor in establishing how distinct a particular idea is from others. In terms of research and statistics, discriminant validity aims to determine if a measurement or construct is unique from other comparable constructs. Concept validity, which focuses on how effectively a measurement tool captures the theoretical concept it is designed to examine, is another essential aspect of construct validity. The specific objective of demonstrating discriminant validity is to demonstrate that measures do not significantly correlate with measurements of other constructs.

Table 2 Discriminant Validity

Column1	Column2	Column3	Column4	Column5	Column6	Column7
	AC	CC	IB	NC	SB	TB
AC						
CC	0.778					
IB	0.735	0.856				
NC	0.758	0.791	0.702			
SB	0.755	0.888	0.899	0.731		
TB	0.715	0.818	0.802	0.656	0.898	

Source: Authors own

A statistical method used in partial least squares structural equation modelling (PLS-SEM) to evaluate the discriminant validity of constructs in a measurement model is the heterotrait-monotrait (HTMT) ratio. This technique helps researchers determine whether the constructs they are researching are separate and not closely connected by quantitatively comparing the differences between the underlying concepts.

Researchers contrast correlations within the same construct with correlations between unrelated constructs (heterotrait correlations) to calculate the HTMT ratio. They determine this ratio, particularly, by subtracting the average heterotrait correlation from the average monotrait correlation. According to the recommendations of Gold and Arvind Malhotra (2001), the resulting HTMT ratio should typically be smaller than 0.85 or 0.90, as this indicates that there is discriminant validity. In other words, it suggests that the ideas under study are separate from one another.

Multicollinearity

When numerous independent variables—often referred to as predictors or features—display strong connections with one another inside a regression model, multicollinearity—a statistical problem—occurs. Essentially, this suggests that these variables are linearly connected, which makes it challenging to separate and understand the various effects of each variable on the dependent variable. The issue of multicollinearity must be solved if a regression analysis is to produce reliable and understandable results. It is imperative to take action to resolve multicollinearity to prevent erroneous results and poor decision-making.

Table 3. Multicollinearity Statistics

Column1	VIF
AC1	1.717
AC2	1.286
AC3	1.581
AC4	1.391
CC1	1.449
CC2	1.591
CC3	1.579
CC4	1.806
CC5	2.307
CC6	2.314
CC7	2.212
IB1	1.555
IB2	1.76
IB3	1.556
IB4	1.338
NC1	1.718
NC2	1.737
NC4	1.476
SB1	1.73
SB2	1.787
SB3	1.695
SB4	1.937
SB5	1.696
SB6	1.677
SB7	1.572
TB1	1.542
TB2	1.766
TB3	1.654

Source: Authors own

An analytical tool for determining whether multicollinearity exists in data is the variance inflation factor (VIF). To reduce collinearity problems, it is typically advised to aim for a VIF of 5 or below, according to a study by Hair et al. (2011). Furthermore, according to some studies, collinearity can be inferred if the VIF is greater than 3.3 (Knock & Lynn, 2012). All

observed variables in this situation have VIF values that are less than 3.3, which shows that there is little collinearity between them. As a result, we may say that there is very little collinearity between the variables.

Outer Loadings

In factor analysis and structural equation modelling (SEM), outer loadings, sometimes referred to as item loadings or factor loadings, are crucial for determining the link between latent factors and observable variables, which are frequently represented by items or indicators. These loadings express how much of each observable variable's variance is attributable to the underlying latent factor. Both factor analysis and SEM work under the presumption that one or more unobservable factors have an impact on the observable variables, with outer loadings providing a quantitative description of the magnitude and direction of this influence. The estimated linkages (shown as arrows) connecting the latent variable to its indicators are what are generally known as outer loadings. In reflective measurement models, these links are used to determine how much each object contributes to the construct it represents. A value of 0.7 or above for the outer loading is deemed satisfactory by Henseler et al. (2015), however, Chin (1998) believes that values above 0.5 are acceptable and those below 0.5 should be eliminated.

Table 4. Outer Loadings

Column1	AC	CC	IB	NC	SB	TB
AC1	0.806					
AC2	0.732					
AC3	0.748					
AC4	0.716					
CC1		0.602				
CC2		0.603				
CC3		0.64				
CC4		0.746				
CC5		0.82				
CC6		0.797				
CC7		0.773				
IB1			0.769			
IB2			0.817			
IB3			0.787			
IB4			0.7			
NC1				0.847		
NC2				0.863		
NC4				0.787		
SB1					0.75	
SB2					0.762	
SB3					0.72	
SB4					0.776	
SB5					0.731	
SB6					0.722	
SB7					0.712	

Column1	AC	CC	IB	NC	SB	TB
TB1						0.823
TB2						0.857
TB3						0.827

Source: Authors own

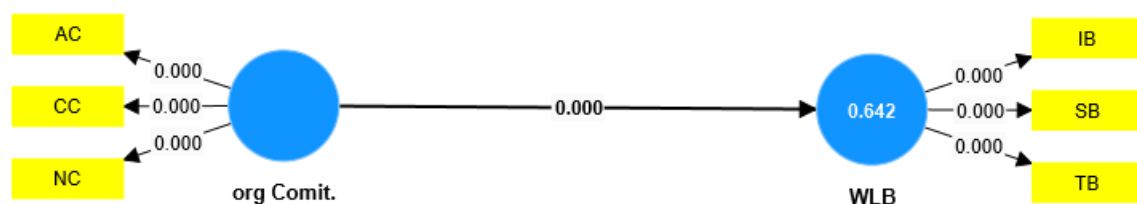
All the outside loadings for the items are either above 0.7 or surpass 0.5, so they all seem to be appropriate. Items NC3 and SB8, however, have negative loadings, making them inappropriate for further research. The following items are suitable for further research since their outer loading values reach or exceed the 0.7 or 0.5 standards, following the preceding data. These results are deemed satisfactory, and they will all be kept for additional study. Additionally, by looking at the P-values in Table 4 and using a 5% significance level, the results' significance can be confirmed. The 5% significance criteria are reached thanks to this verification approach. Additionally, bootstrapping can be used to provide additional support for these observations.

Hypotheses Testing

Organizational commitment significantly influences work-life balance.

Arnau (1998) suggested that it may be advantageous to use the bootstrapping method in Smart PLS for hypothesis testing. Arnau contends that the second-order technique is superior to the first-order strategy when a study's goal is to improve the wider application of theoretical notions. According to Chen, Sousa, and West (2005), second-order factor models are thought to provide a more consistent and understandable model than the first-order approach. As a result, these justifications served as the foundation for the variables and second-order constructs created for this study. The evaluation of the three traits as independent variables and their effects on the three work-life balance dimensions as dependent variables are shown in Figure II. The study evaluates the path coefficients and R2 coefficient of determination in the structural model.

Figure 2. Structural model: Effect of Work-life Balance on Organizational Commitment

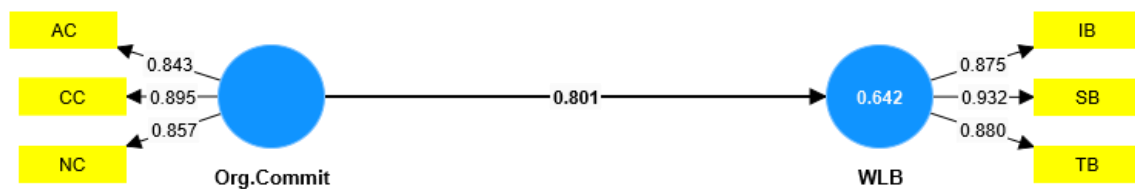


Path Coefficients

Column	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
org Comit. -> WLB	8.801	8.802	0.022	36.103	0.000

Source: Authors own

R-Square and R-square adjusted



Column1	R-square	R-square adjusted
WLB	0.642	0.641

Source: Authors own

The dependent variable's variances are approximately 64% explained by the model, as indicated by an R² value of 0.644. The causes of the remaining 36% of the variability, though, are yet unknown. The model is still dependable even after considering the number of predictors, as shown by the modified R-value, which is currently at 0.644 and is quite like the initial R² value. This underlines the model's suitability for the data even further. The values of R² and adjusted R² provide information about how well the regression model fits the dependent variables. A better fit is often indicated by higher R² values, which imply that the model effectively accounts for a substantial proportion of the variation displayed by the dependent variable.

Discussion

The study that as carried out by Pandey and Singh (2021) and other studies that are quite like provide light on the complex dynamics that exist across a variety of different organizations. These studies reveal a significant connection between work-life balance, organizational commitment, and related dimensions. The findings that are similar across a variety of studies, such as those conducted by Yang, Sun, and Chen (2021) and Lu, Siu, and Lu (2010), point to a universal trend in which a healthy work-life balance has a favourable influence on organizational commitment. The authors Yang, Sun, and Chen (2021) highlight several important aspects, one of which is the favourable association between work-life balance and both affective and normative commitment among Chinese employees. The assumption that a better work-life balance contributes to increased job satisfaction and less work stress is in line with the findings of Lu, Siu, and Lu (2010). These findings provide credibility to the foundation that employees who are happy at work and who experience less stress are more likely to be dedicated to their organizations. The findings of Norton (2009) and Dockel et al. (2006), which indicate that work-life balance has a significant and direct impact on affective commitment, provide a detailed knowledge of the precise characteristics of commitment that are influenced by behaviour related to work-life balance. In addition, the research conducted by Choo et al. (2016) and Biwott et al. (2015) presents a holistic viewpoint, establishing a connection between work-life balance and not just affective commitment but also emotional commitment, normative commitment, and continuing commitment. In the framework of the post-COVID scenario, the healthcare industry has undergone a significant transformation. Healthcare professionals, who play an essential part in the fight against the epidemic, have transformed their perceptions and devotion to the cause. The findings of this study are consistent with the findings of other research, which indicate that even in the post-COVID age, healthcare staff demonstrate stronger levels of dedication when work-life balance is effectively integrated into the working environment of the hospital. This highlights the significance of adaptability in

organizational procedures to fulfil the ever-changing requirements of employees, particularly in high-stakes industries such as the healthcare industry. The data that has been gathered from this research highlights the significance of maintaining a healthy work-life balance in terms of its ability to influence various aspects of organizational commitment across a variety of different industries. Maintaining a healthy work-life balance appears as a vital aspect in developing employee engagement and happiness, whether it be in the banking industry, as observed by Pandey and Singh (2021), or in the healthcare sector post-COVID. This is the case regardless of the sector. The ramifications of these observations are extremely helpful for organizational leaders who are looking to improve the well-being and dedication of their employees in the constantly shifting landscape of the workplace.

CONCLUSION

The basic perspective of this study was to see the association of OC and WLB in selected hospitals of Punjab state. According to this study, organizational commitment and WLB have a favourable association. The conclusion is that in the state of Punjab, employee organizational commitment contributes to work-life balance. While attempting to improve WLB, human resources managers (HR) should concentrate on numerous areas of employee organizational commitment. The outcome of this research will assist human resource managers in implementing various measures for work-life balance among their employees. The research not only sheds light on the positive correlation between organizational commitment (OC) and work-life balance (WLB) in several hospitals in Punjab, but it also provides useful recommendations for human resource managers who are looking to improve WLB among their staff members. According to the findings, a strategic approach to enhancing overall work-life balance in this particular setting could involve putting more of an emphasis on establishing and reinforcing employee organizational commitment from the perspective of the organization. The fact that a positive relationship was found emphasizes how important it is to cultivate an environment at work that promotes dedication among staff members. Human resource managers have the option of starting programs with the goals of boosting job satisfaction, developing a healthy organizational culture, and cultivating strong relationships among members of the team. These kinds of actions can help employees feel more loyal and dedicated to their employers, which may ultimately result in a higher level of dedication to the firm and, as a result, a better balance between their personal and professional lives. Furthermore, the findings of the study suggest that treatments aimed at promoting organizational commitment should not be considered in isolation but rather as essential components of more comprehensive strategies for improving work-life balance than other approaches. This all-encompassing approach acknowledges that organizational commitment is entangled with a variety of factors of the working environment, such as the effectiveness of leadership, communication channels, and possibilities for career advancement. Employees can be encouraged to cultivate both dedication and balance through the use of a comprehensive framework that may be developed by human resource managers through modification of their plans to include these multiple features. In the end, the findings of the study offer valuable guidance that can be put into practice by human resource managers working in hospitals in Punjab." eventually, human resource professionals can favourably influence work-life balance, which eventually contributes to a workforce that is healthier and more productive. This is accomplished by carefully collaborating to promote the organization's

commitment. Because organizations continue to place a high priority on the health and happiness of their workforce, this study is a priceless asset for developing specific strategies that are personalized for the specific circumstances of the healthcare industry in Punjab.

Future Research

- Further studies within this field may pursue multiple paths that will improve and enhance our understanding of the correlation between organizational commitment and work-life balance among healthcare practitioners in Punjab. Initially, long-term research might be carried out to monitor shifts in work-life balance and organizational commitment. This would help establish any connection between them and offer insights into the dynamics of these variables. Furthermore, a comparative examination between various healthcare environments, such as public and private institutions, may be conducted to determine whether the association observed differs depending on the organizational structure.
- Further research could benefit from examining the function of certain treatments or policies meant to enhance work-life balance in the healthcare industry. Examining the effects of wellness campaigns, support services, or flexible work arrangements on work-life balance and organizational commitment may fall under this category. Hospitals looking to improve worker dedication and well-being may find useful insights from an understanding of the efficacy of such treatments.
- One possible direction for future study is to investigate the human and organizational features that may modify or mediate the connection between organizational commitment and work-life balance. This is a potential route that might be explored in the future. For instance, investigating how leadership styles, organizational culture, and job characteristics all have an impact on this association may provide a more nuanced understanding of the complexity that is involved.
- Last but not least, taking into consideration the continually changing nature of work and healthcare contexts, research might investigate the consequences of emerging trends, such as telemedicine and remote work, on the dynamic relationship between organizational commitment and work-life balance among healthcare professionals. These findings may provide useful insights into how technological improvements and shifting work practices affect the relationship that is the subject of the research.
- In the end, the purpose of future research in this field should be to deepen our understanding of the dynamics of organizational commitment and work-life balance in healthcare settings, investigate the possibility of actions, and take into account the impact of contextual and technological factors to provide researchers and practitioners in the field with comprehensive insights.

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