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ÖRGÜTSEL DAVRANIŞ ÇALIŞMALARI DERGİSİ

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WORK LIFE BALANCE AND ORGANIZATIONAL COMMITMENT FOR NURSES: AN EMPIRICAL STUDY OF PESHAWAR HOSPITALS

HEMŞİRELER İÇİN İŞ YAŞAM DENGESİ VE ÖRGÜTSEL BAĞLILIK: PEŞAVER HASTANELERİ ÜZERİNDE GÖRGÜL BİR ÇALIŞMA

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ABSTRACT

The research was carried to investigate the effect of work-life balance on organizational commitment. Though numerous kinds of research have been carried out in the same field to find the effect of work-life balance on organizational commitment in people in distinct careers, there needs to be more regarding healthcare, specifically in Pakistan. After reviewing the literature, the research followed the deductive approach, a sub-part of positivism philosophy. The study employed survey techniques to collect data from the nurses in the hospitals of Peshawar. Around 300 respondents' data have been gathered via questionnaires, emails, and distributions by Google Forms. After the data collection, all the data collected was put forward for examination by a statistical tool, namely IBM SPSS. Because of the conclusive research design, correlation and, regression analysis was performed to find the extent of the relationship and effect. The research outcomes exhibited that work-life balance positively affects and perceived organizational support the organizational commitment; however, work overload influences organizational commitment negatively. They study recommends that different training sessions must be held for the managers and other upper-level employees to create awareness of the significance of making their nursing staff feel cared for, valued, and, most importantly, respected by organizations.

Keywords: Work-Life Balance, Organizational Commitment, Organizational Support, Work Overload.

ÖZ

Araştırma, iş-yaşam dengesinin örgütsel bağlılık üzerindeki etkisini araştırmayı amaçlamaktadır. Her ne kadar iş-yaşam dengesinin farklı kariyerlerdeki kişilerde örgütsel bağlılık üzerindeki etkisini bulmak için çok sayıda araştırma yapılmış olsa da, özellikle Pakistan'da sağlık hizmetleriyle ilgili daha fazla araştırmaya ihtiyaç vardır. Literatür incelendikten sonra araştırmada pozitivizm felsefesinin bir alt parçası olan tümdengelim yaklaşımı izlenmiştir. Araştırmada Peşaver'deki hastanelerdeki hemşirelerden veri toplamak için anket teknikleri kullanılmıştır. Yaklaşık 300 katılımcının verileri anketler, e-postalar ve Google Formlar aracılığıyla toplanmıştır. Verilerin toplanmasının ardından istatistiksel bir araç olan IBM SPSS aracılığıyla inceleme yapılmıştır. Nihai araştırma tasarımı nedeniyle ilişkinin ve etkinin boyutunu bulmak için korelasyon ve regresyon analizi yapılmıştır. Araştırma sonuçları, iş-yaşam dengesinin örgütsel bağlılığı ve algılanan örgütsel desteği olumlu yönde etkilediğini; ancak aşırı iş yükünün örgütsel bağlılığı olumsuz yönde etkilediğini göstermektedir. Çalışma, yöneticilere ve diğer üst düzey çalışanlara, hemşirelik personelinin kuruluşlar tarafından önemsendiğini, değer verildiğini ve en önemlisi saygı duyulduğunu hissettirmenin önemi konusunda farkındalık yaratmak için farklı eğitim oturumlarının düzenlenmesi gerektiğini önermektedir.

Anahtar Kelimeler: İş Yaşam Dengesi, Örgütsel Bağlılık, Algılanan Örgütsel Destek, Aşırı İş Yükü.

1. Introduction

In the present era, employment arrangements and a rise in the number of female workers on staff have been changed. Cassell and Radcliffe (2015) claimed that the thought of twofold earning cohorts is altering the conventional thought that a man's only income source of a family. Nowadays, women and men both work in the office. It led to greater intrusion among the life of a family and work, and the experience of the life of domain one influences the other province of their life. According to Clair, Leslie, and King (2019), the balance between work and family life is a significant topic nowadays. Chauhan, Sharma, and Parmar (2016) stated that the settings of an organization, such as the levels of productivity, OC (organizational commitment), as well as satisfaction in the job, are impacted by the WLB (work-life balance). OC (organizational commitment) is one of the factors that influence a company's result and sustaining a committed staff in this world of rivalry among businesses, as reported by Khalilzadeh Naghneh et al. (2017). The INMO (Irish and Midwives Organization) reported that in other nations, many Irish nurses are searching for a job because of bad working settings, as claimed by Barry (2018). This study perfectly connects the WLB (work-life balance) and the OC (organizational commitment) regarding Irish hospital nurses. Evaluation of the literature emphasized that the WLB (work and life balance) cannot be analyzed separately. Also, the elements, including observed support of an organization and the work overburden, are linked with OC (organizational commitment). Therefore, this research also analyzed how the factors are closely linked to the WLB (work and life balance), including observed support of an organization and work overburden influencing the OC (organizational commitment).

Dwi Putranti (2018) reported that HR (human resources) is the most significant asset in every company. HR assists the company in sustaining its competitive edge. According to Jena (2015), the organizational promise of human assets is very important for those businesses that struggle to maintain their capable staff in a period of firm competition. Labrague et al. (2018) argued that in the medical zone, the nurses organizational commitment, nurses belong to the leading set as well as the elements that influence the commitment and, is a serious part of concern because of serious nurses' deficiency as well as the greater turnover. According to the Khalilzadeh Nagneh et al. (2017), the job of a nurse within the hospital is very significant, mostly those who are on the front line and link the patients as well as the healthcare facilities as by Kahut, Jernigan and Beggs (2016). Rstogi and Rajkonwar (2018) stated that this job is woman dominated and plays a significant role in WLB (work-life balance).

This study addresses the more recent problems faced by the healthcare systems in Pakistan. Though numerous kinds of research have been carried out in the same field to find the effect of WLB on OC in people in distinct careers, there needs to be more regarding healthcare, specifically in Pakistan. This study is helping to fill the gap. Moreover, this research also investigates how factors related to the WLB (like perceived organizational support and work overload) affect organizational commitment.

This study's findings will contribute to the administration of the hospitals in Peshawar in knowing the significance of work-life balance (WLB) in nurses' lives and how it influences the level of commitment of nurses towards their respective organizations. According to Polat et al. (2018), the non-availability of nurses is a global issue faced by many healthcare

organizations worldwide. There are numerous reasons for this non-availability; one is the work-life balance of nurses. The work pattern and lifestyles of people in the recent era make it hard to balance family life and work patterns, thus raising the requirement for work-life balance. A devoted employee is key to the success of a business, and hospitals in Pakistan currently need help to reserve a committed workforce.

The key objective of the study is given below:

• To examine the effect of work life balance (WLB) on organizational commitment (OC) of nurses in Peshawar hospitals

• To investigate the effect of work overload (WOL) on organizational commitment (OC).

• To investigate the effect of perceived organizational support (POS) on organizational commitment (OC)

2. Literature Review

2.1. Organizational Commitment and Nurses

The research on the OC proves that the promise is very important in the healthcare sector due to the greater demand for human capital and the complication of alterations inside the same industry reported by Dokme and Yagar (2019). Human capital is very valuable for every firm. Makabe et al. (2015) examined that nurses are significant human assets inside healthcare organizations and occupy a significant place in the health sector. They are the major association between patients and health amenities. Therefore, it comes a very valuable topic of study. Additionally, the two scholars, Sudarsan, and Poulose (2017), further enlarged the research by adding the nurses from the main hospitals' staff team. Khalilzadeh Nagneh et al. (2017) study indicated that the profession of nurses is a very important profession in the sector of health as well as influencing highly through OC.

2.2. Factors Affecting Organizational Commitment

The previous analysis of the study about OC (organizational commitment) focuses on several numbers of results of a firm. It makes it notable for examining further the elements that influence the OC (organizational commitment), which results in such outputs. According to Fako et al. (2018), Sepahvand et al. (2017) and Saha (2016), various researchers detected demographic elements to indicate the impact on the OC (organizational commitment) of a worker. According to the research of Jena (2015) about the employees' shift of Ferroalloy industries, he resulted that the tenure of a job, age and marital status are very reliable demographic forecasters of OC (organizational commitment). Consequently, Srivastava, Ahuja and Padhy (2018) reported that past studies by different authors determined several organizational components, such as the process of work, work, and life balance, culture as well as pay that affect the personal OC (organizational commitment). Between these elements, work and life equilibrium plays a vital role in the primacy of present employees and influences the levels of commitment, according to Prasetyo, Saragih and Widodo (2016). Issa and Malone (2013) examined the components influence the OC (organizational commitment) between females in the United States. The construction industry determined that work and life balance influence the most commitment levels among the organizational elements.

2.3. Work Life Balance and Organizational Commitment

The research presented that the work and life balance deficiency inflict indirect and direct charges on a company. The direct costs are the turnover of workers, employee absenteeism, and lower productivity. In contrast, insecurity and low OC (organizational commitment) levels are the indirect costs, according to the scholar named Sonmez and Benligiray (2012). According to Ghoddoosi Nejad et al. (2015), those companies that look at and prioritize the excellence of the professional lifestyle of a worker are recognized to be benefiting from maintaining committed staff who upsurge productivity levels. Most of the amount is invested in human capital in every company. Suppose a firm's working condition competes with a person's personal lifestyle. In that case, there are greater chances of leaving a company compared to those companies which back the non-working and working activities, which leads to the failure to obtain a suitable on their investment cited by Hatam et al. (2015). A review of IBM staff, according to Lei, Huang and Lawler (2007), showed that making choices by talented and skilled employees and wanting to continue the firm's job was rooted in the ability to balance family life and working life. The studies focused on how several workers give greater value to work-life and family-life balance than monetary prices. It also indicates that the workers who perfectly balance family life and the work-life are twenty per cent more hard-working and dedicated than others who cannot balance work-life and family life, as cited by Abdirahman et al. (2018). Atkinson (2019) reported that the present goal of employment in this complicated business world is the balance between work and family life.

2.4. Work-Overload and Organizational Commitment

According to the report of Bowling et al. (2015), the overburden of work is a term that integrates the whole elements that reflect the person's quantity as well as the trouble in work, defining the workload as a multi-layered concept. Additionally, Tjik Zulkarnain and Tohari Yean Tan (2018) explained the workload using a concerning period. They denoted the workload as an act to be done through a person by giving their precious time indirectly or directly. Moore, Greenglass and Burke (2003) argued that the demands of a job play a very significant role in stressors, and also the research indicated that work overburden is the most perilous work stressor in the place of work. Naseri Karimvand et al. (2019) researched nurses and determined that seventy-four per cent of nurses makes faults when burdened with unnecessary work. Thus, in this research portion, the impact of work overburden on OC is analyzed in association with the nurses.

2.5. Perceived Organizational Support and Organizational Commitment

POS (perceived organizational support) generates inside the worker a feeling of claims to do better to enable a business to accomplish its goals, and a reward should be given in terms of hard work, as by Kurtessis et al. (2015). Custom directs the perceived organizational (POS), and the workers look that the requirement is to be supported and respected to raise the willingness and commitment by putting more struggles on the job cited by Roloff and Erickson (2007). The examination of the study presents that the POS (perceived organizational support) is aground in altercation theories, including the theory of social exchange by Blau (19640 and the theory of organizational support by Eisenberger et al. (1986). Balu's theory of social exchange, he initiated this theory based on the concept that employment is a contract of a business where the commitment of a worker as well as the struggles are exchanged for social capital as well as profits from the boss, as reported by

Krishna and Arasanmi (2019). Additionally, theory of organizational support of Eisenberger et al. (1986), the common aspect is initiated through workers on a point to which business values and appreciates the participation made through officers and employees and an n amount of care and also support towards human beings as stated by Dhar and Jaiswal (2016).

3. Research Methodology

Since the current study aims to develop the link between WLB and OC, the positivism paradigm is adopted as the appropriate philosophy. The deductive approach is selected for a quantitative assessment (Soiferman, 2010; Saunders et al., 2016). Following the deductive approach of positivism philosophy, the study gathered data via self-constructed questionnaires to test hypotheses derived from the study literature. After that, to collect data, an non-probability sampling method was performed in the research due to resources and time limitations. A purposive nonprobability sampling method has been employed in the study (Bell and Bryman, 2011). The study participants are the nurses of Peshawar hospitals. However, nursing has been known in the past as a female-dominated profession. The study has not been restricted to only females but both. Around 300 participants have been selected for the study. The research instrument is selected based on the study's objectives and the purpose of carrying out the research (Gronhaug and Gauri, 2005). The questionnaire cast in the research has been divided into five major segments. Each portion is associated with the topic sought in the study literature and is related to the research objectives. The first section was about the respondents' demographic profile, work-life balance, work overload, perceived organizational support and organizational commitment constructs. Every construct of work-life balance, work overload, perceived organizational support and commitment was operationalized using a 5-point Likert Scale. The data gathered via mail and the Internet were examined via IBM AMOS. All the responses submitted by the respondents were saved in MS Excel and then transferred to IBM SPSS. Regression analysis has been performed to examine the relationship among the study variables.

4. Findings and Discussion

4.1. Demographic Results

The tables below exhibit the demographic profile of the respondents. It briefly illustrates the gender, age, marital status, income, and other responses of the participants included in the study. The author considered 300 respondents in the study. Around 50% of the respondents surveyed were male, and the rest were female. Likewise, most of the respondents surveyed in the study were in the age limit between 18-15 years and 47 and above years, followed by 33 – 40 years and vice versa. The minimum proportion of respondents surveyed was below 18 years. The author considered a sample of respondents in which most of the respondent's income level was between 40,000 and 60,000. In contrast, a minimum number of respondents held an income level of 100,000 and above. Finally, most respondents were unmarried, and the percentage of such respondents is the highest (around 36%).

Table 1

Demographic Profile of the Respondents

Variables	Description	Frequency	Percent	Cum. Percent
Gender	Male	151	50.33%	50.33%
	Female	149	49.67%	100.00%
Age	Below 18 years	44	14.67%	14.67%
	18 – 25 years	54	18.00%	32.67%
	25 – 32 years	45	15.00%	47.67%
	33 – 40 years	53	17.67%	65.33%
	40 – 47 years	50	16.67%	82.00%
	47 and above	54	18.00%	100.00%
Income	Below 20,000	65	21.67%	21.67%
	20,001 – 40,000	51	17.00%	38.67%
	40,001 – 60,000	52	17.33%	56.00%
	60,001 – 80,000	44	14.67%	70.67%
	80,001 – 100,000	45	15.00%	85.67%
	100,000 and above	43	14.33%	100.00%
Marital Status	Unmarried	109	36.33%	36.33%
	Married	92	30.67%	67.00%
	Married with Children	99	33.00%	100.00%

4.2. Correlation Analysis

The correlation analysis outcomes revealed a significant link between work-life balance and perceived organizational support, work overload and organizational commitment. The outcomes reveal a strong link between organizational commitment and work-life balance, while work overload has a strong negative link with organizational commitment. Perceived organizational support has a moderate link with organizational commitment.

Table 2

Correlation Analysis

Variables	Work Life Balance	Perceived Organizational Support	Work Overload	Organizational Commitment
Work Life Balance	1			
Perceived Organizational Support	0.062	1		
Work Overload	.200**	.727**	1	
Organizational Commitment	0.815**	.663**	.213**	1

4.3. Regression Analysis

The study's main objective is to examine the effect of work-life balance on organizational commitment. The study gathered and examined the data via statistical software such as IBM SPSS to investigate the effect. The value of R Square shows the variation in the independent variable described via the dependent variable. The value of 0.8014 exhibits around 80% of the variation in the dependent variable (organizational commitment) explained by independent factors like work-life balance, perceived organizational support and work overload. The remaining variation might be due to other factors not considered in this research. The value of F 237 at less than 5% significance level shows the significance of the model. The F value is derived, making a confidence interval of 95% and a significance level of 5%. The coefficient value for the overall variables shows a significant positive effect of

work-life balance on organizational commitment. Perceived organizational support positively affects the work-life balance, while work overload negatively affects the work-life balance.

Table 3

Regression Analysis

Dependent	Independent	Std. Err.	T	P> |t|	[95% Conf. Interval]		R^2	F (5, 294)	Sig.
	Work Overload	0.0299407	-8.03	0.00	-0.0340842	0.0837663			
Work Life Balance	Perceived Organizational Support	0.0434736	5.46	0.00	0.1518068	0.3229248	0.8014	237	0.00
	Organizational Commitment	0.0406257	4.25	0.00	0.0928082	0.2527164			

5. Conclusion

The study's main objective is to examine the effect of work-life balance on organizational commitment. After reviewing the literature of the study, the deductive approach of positivism philosophy has been adopted for the study. Applying the tool, questionnaire data has been collected from the nurses of Peshawar. Data from 300 respondents has been gathered via the Internet and emails. After data collection, all the data was examined via IBM SPSS. Regression and correlation analysis have been employed to examine the links between the relationships. The study's outcomes revealed a significant positive effect of work-life balance on organizational commitment. Perceived organizational support positively affects organizational commitment, while work overload negatively affects organizational commitment. These results align with the results of Ahmad (2014) and Sethi (2014).

From the research findings, the key recommendation for the management of the hospitals is to initiate work-life balance policies and enhance that the nurses are aware of the policies available to the nurses. Policies like organizational support in terms of medical leave, flexible leave policies, a friendly work environment, and flexible working arrangements should be implemented. Keeping in mind that the nursing profession is crucial in providing assistance and care throughout all day, flexible work arrangements should be given to them only when there is a suitable staff level. Hence, hospitals in Peshawar should entrench their rate of recruitment in order to provide flexible work options. The advantage of recruiting more nurses is to avoid the fall in the nurse-to-patient ratio, which prevents work overload and increases the commitment level of nurses. Secondly, the hospital management should keep in mind gathering data from nurses working in their hospitals and examining what practices and policies best suit their workforce. By doing so, the hospital management can determine whether the policies presently implemented are beneficial. By adopting such a method, no cost is linked here, as all the data can be gathered via online surveys. Finally, it is recommended to investigate the level of organizational support provided to their nurses. This research revealed that perceived organizational support is the strongest indicator of organizational commitment. Hence, different training sessions must be held for the managers and other upper-level employees to create awareness of the significance of making their nursing staff feel cared for, valued, and, most importantly, respected by organizations. The

study was only limited to the nurses in the hospitals of Peshawar. Moreover, only those hospital nurses who were willing to respond and were convenient were surveyed.

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Genişletilmiş Özet

Günümüzde ofiste hem kadınlar hem de erkekler çalışıyor. Bu, aile hayatı ile iş hayatı arasına daha fazla müdahaleye yol açtı ve birinin hayatındaki deneyim, hayatının diğer alanını etkiliyor. Chauhan, Sharma ve Parmar (2016), üretkenlik düzeyleri, OC (örgütsel bağlılık) ve işteki tatmin gibi bir organizasyonun ortamlarının WLB'den (iş-yaşam dengesi) etkilendiğini belirtmiştir. OC (organizasyonel bağlılık), bir şirketin sonucunu etkileyen ve işletmeler arasındaki rekabetin olduğu bu dünyada kararlı bir personelin sürdürülmesini sağlayan faktörlerden biridir. INMO (İrlanda ve Ebeler Örgütü), Barry'nin (2018) iddia ettiği gibi, diğer ülkelerde birçok İrlandalı hemşirenin kötü çalışma ortamları nedeniyle iş aradığını bildirmiştir. Bu çalışma, İrlandalı hastane hemşirelerine ilişkin WLB (iş-yaşam dengesi) ve OC (örgütsel bağlılık) arasında mükemmel bir bağlantı kurmaktadır. Labrague ve ark. (2018), tıp alanında hemşirenin örgütsel bağlılığının, bağlılığı etkileyen unsurların yanı sıra hemşirelerin de önde gelen kümeye ait olduğunu ve hem ciddi hemşire eksikliği hem de işten ayrılma oranının fazla olması nedeniyle ciddi bir endişe kaynağı olduğunu ileri sürmüştür. .

Çalışma Pakistan'daki sağlık sistemlerinin karşılaştığı daha yeni sorunları ele alıyor. Her ne kadar WLB'nin farklı kariyerlerdeki kişilerde OK üzerindeki etkisini bulmak için aynı alanda çok sayıda araştırma yapılmış olsa da, özellikle Pakistan'da sağlık hizmetleriyle ilgili daha fazla araştırmaya ihtiyaç vardır. Bu çalışmanın bulguları Peşaver'deki hastanelerin yönetimine, hemşirelerin yaşamlarında iş-yaşam dengesinin (WLB) öneminin ve hemşirelerin kendi kurumlarına bağlılık düzeylerini nasıl etkilediğinin bilinmesine katkıda bulunacaktır. Fako ve arkadaşlarına göre . (2018), Sepahvand ve ark. (2017) ve Saha (2016), çeşitli araştırmacılar, bir çalışanın OC (örgütsel bağlılığı) üzerindeki etkisini gösteren demografik unsurları tespit etti. Sonuç olarak Srivastava, Ahuja ve Padhy (2018), farklı yazarlar tarafından yapılan geçmiş çalışmaların, iş süreci, iş ve yaşam dengesi, kültür ve ücret gibi kişisel OC'yi (örgütsel bağlılık) etkileyen çeşitli örgütsel bileşenleri belirlediğini bildirmiştir. Lei, Huang ve Lawler'a (2007) göre IBM personeli üzerinde yapılan bir inceleme, yetenekli ve vasıflı çalışanların tercih yapmasının ve firmanın işine devam etmek istemesinin, aile hayatı ile çalışma hayatı arasında denge kurma yeteneğinden kaynaklandığını gösterdi. Çalışmalar, birçok işçinin iş-yaşam ve aile-yaşam dengesine parasal fiyatlardan daha fazla değer verdiğine odaklandı. Abdirahman ve arkadaşlarının belirttiği gibi, aile hayatı ile iş hayatı arasında mükemmel denge kurabilen çalışanların, iş hayatı ile aile hayatı arasında denge kuramayanlara göre yüzde yirmi daha çalışkan ve özverili olduklarına da işaret ediyor . (2018). Atkinson (2019), bu karmaşık iş dünyasında istihdamın mevcut hedefinin iş ve aile hayatı arasındaki denge olduğunu bildirmiştir.

Naseri Karimvand ve ark. (2019) hemşireleri araştırmış ve hemşirelerin yüzde yetmiş dördünün gereksiz işlerle yükümlü olduklarında hata yaptığını belirlemiştir. Bu nedenle araştırmanın bu bölümünde iş yükünün OK üzerindeki etkisi hemşirelerle birlikte analiz edilmektedir.

Kurtessis ve diğerleri tarafından olduğu gibi, sıkı çalışma açısından bir ödül verilmelidir . (2015). Eisenberger ve arkadaşlarının örgütsel destek teorisi . (1986), ortak yön, Dhar ve Jaiswal (2016) tarafından belirtildiği gibi, işletmenin memurlar ve çalışanlar aracılığıyla yapılan katılıma ve insanlara yönelik özen ve desteğe değer verdiği ve takdir ettiği bir noktada çalışanlar aracılığıyla başlatılmaktadır .

Mevcut çalışma, niceliksel bir değerlendirme için tümdengelimli yaklaşımı benimsemiştir (Soiferman , 2010; Saunders ve diğerleri, 2016). Pozitivizm felsefesinin tümdengelimci yaklaşımını takip eden çalışma, çalışma literatüründen elde edilen hipotezleri test etmek için kendi oluşturduğu anketler aracılığıyla veri topladı. Daha sonra veri toplamak amacıyla, kaynak ve zaman kısıtlılığı nedeniyle araştırmada amaçlı örnekleme tekniklerinden olasılıklı olmayan örnekleme yöntemi uygulanmıştır. Çalışma katılımcıları Peşaver hastanelerinin hemşireleridir. Ancak hemşirelik geçmişte kadın egemen bir meslek olarak biliniyordu. Araştırma sadece kadınlarla sınırlı değil, her ikisiyle de sınırlı. Araştırma için yaklaşık 300 katılımcı seçildi. Araştırma aracı, çalışmanın amaçlarına ve araştırmayı yürütme amacına göre seçilir (Gronhaug ve Gauri , 2005). İş-yaşam dengesi, aşırı iş yükü, algılanan örgütsel destek ve bağlılığa ilişkin her yapı, 5 puanlık Likert Ölçeği kullanılarak işlevselleştirildi. Posta ve internet yoluyla toplanan veriler IBM AMOS aracılığıyla incelenmiştir.

Araştırma sonuçları, iş-yaşam dengesi ile algılanan örgütsel destek, aşırı iş yükü ve örgütsel bağlılık arasında anlamlı bir bağlantı olduğunu ortaya çıkardı. Sonuçlar, örgütsel bağlılık ile iş-yaşam dengesi arasında güçlü bir bağ olduğunu, aşırı iş yükünün ise örgütsel bağlılık ile güçlü bir negatif bağa sahip olduğunu ortaya koymaktadır. Algılanan örgütsel desteğin örgütsel bağlılıkla orta düzeyde bir bağlantısı vardır. Ayrıca çalışmanın temel amacı iş-yaşam dengesinin örgütsel bağlılık üzerindeki etkisini incelemektir. Sonuçlar aynı zamanda R Kare değerinin bağımlı değişken aracılığıyla açıklanan bağımsız değişkendeki değişimi gösterdiğini de gösterdi. 0,8014 değeri, iş-yaşam dengesi, algılanan örgütsel destek ve aşırı iş yükü gibi bağımsız faktörlerle açıklanan bağımlı değişkendeki (örgütsel bağlılık) varyasyonun yaklaşık %80'ini gösterir. Kalan varyasyon, bu araştırmada dikkate alınmayan diğer faktörlerden kaynaklanıyor olabilir. Genel değişkenlere ilişkin katsayı değeri, iş-yaşam dengesinin örgütsel bağlılık üzerinde anlamlı ve olumlu bir etkisi olduğunu göstermektedir. Algılanan örgütsel destek iş-yaşam dengesini olumlu yönde etkilerken, aşırı iş yükü iş-yaşam dengesini olumsuz etkilemektedir.

Mevcut çalışmanın sonuçları, iş-yaşam dengesinin örgütsel bağlılık üzerinde anlamlı ve olumlu bir etkisi olduğunu ortaya koydu. Algılanan örgütsel destek örgütsel bağlılığı olumlu yönde etkilerken, aşırı iş yükü örgütsel bağlılığı olumsuz etkilemektedir. Bu sonuçlar Ahmad (2014) ve Sethi'nin (2014) sonuçlarıyla uyumludur .

Araştırma bulgularına göre, hastane yönetimine yönelik temel öneri, iş-yaşam dengesi politikalarının başlatılması ve hemşirelerin, hemşirelere sunulan politikalar hakkında bilgi sahibi olmalarının sağlanmasıdır. Sağlık izni konusunda kurumsal destek, esnek izin politikaları, dostane bir çalışma ortamı, esnek çalışma düzenlemeleri gibi politikalar uygulanmalıdır. İkinci olarak, hastane yönetimi, hastanelerinde çalışan hemşirelerden veri toplamayı ve işgücüne en uygun uygulama ve politikaların neler olduğunu incelemeyi akılda tutmalıdır. Bunu yaparak, hastane yönetimi halihazırda uygulanan politikaların faydalı olup olmadığını belirleyebilir.

Bu araştırma algılanan örgütsel desteğin örgütsel bağlılığın en güçlü göstergesi olduğunu ortaya koymuştur. Bu nedenle, yöneticilere ve diğer üst düzey çalışanlara, hemşirelik personelinin kuruluşlar tarafından önemsendiğini, değer verildiğini ve en önemlisi saygı duyulduğunu hissettirmenin önemi konusunda farkındalık yaratmak için farklı eğitim oturumları düzenlenmelidir.