

Время выполнения задания – 180 мин.

1. Прочитайте статью и выполните ее критический анализ на русском языке, ответив на следующие вопросы:

1. В чем состоит проблема исследования?
2. Оцените преимущества и недостатки предложенной программы исследования.
3. Предложите альтернативную схему исследования, направленную на решение данной проблемы.
4. Как можно применить полученные результаты в работе российских бизнес-организаций?

Work life balance and Organizational commitment for Nurses

1. Introduction

Nowaday's, hospitals are confronting great competition and scarce resources than ever before. They are also severely challenged by the external and internal environment to achieve their goals effectively and efficiently. Nurses' are playing an important role in determining the quality and cost of healthcare. It is argued that they have the potential to be part of solutions to key problems in health care systems. Work life balance and organizational commitment for nurses are paramount importance for them. Because, they are playing crucial role in their organizations performance and their family well being. Nurses' work life balance and organizational commitment are found to influence the hospital performance and productivity.

Marks et.al., (2001) define role balance as "the tendency to become fully engaged in the performance of every role in ones total role system, to approach every typical role and role partner with an attitude of attentiveness and care. It is the practice of that evenhanded alertness know sometimes as mind fullness. However it is also noted that the expression of full engagement reflects a condition of "positive" role balance, in contrast to "negative" role balance in which individuals are fully disengaged in every role. It is understandably more concerned with positive role balance than negative role balance.

A fairly new vein of research, the exploration of work-life balance is becoming an increasing popular branch of vocational and organizational psychological research (Carlson, et.al., 2000; Grzywacz & Marks, 2000). In 1985, Greenhaus and Beutell found that work-family conflict grows when either work or family roles are salient and central to a person's image of self; the more important the role is to the individual, the more effort they will invest that role.

Organizational commitment is one of the organizational concepts that has widely been examined in administrative literature due to its importance for organizational performance and effectiveness. Organizational commitment is seen as the degree to which an employee is loyal to their organization. It is characterized by acceptance of the organization's values; willingness to do exert effort on behalf of the organization; and desire to remain an employee of the organization. It is the relative strength of an individual's identification with and involvement in a particular organization (Mowday et.al., 1982).

2. Background of the study

Work and family are most important domains in lives . The two roles are often in conflict that are as work with family such as long hours, reduced presence at home, missed activities and family with work such as child illnesses and absenteeism (Guttek et.al., 1991). The more job involvement, the higher the work-family conflict and its lead to increased burnout, lack of job satisfaction, and reduced commitment (Adams et.al., 1996). The more preoccupied and reduced effectiveness due to that preoccupation, the higher the work- family conflict (Guttek et.al., 1991). There is a disproportion in the degree of conflict reported by gender. It is noted that as experience grows, regardless of gender, work-life conflicts decline (Cinamon & Rich, 2005). Those who are work-oriented make accommodations that meet their need for challenges while allowing for career

enrichment and those who are family-oriented will seek accommodations to minimize conflicts with family requirements (Cinamon & Rich, 2005).

Women are considered to be the "reserve Army" of labour as well as the occupants of the "Secondary labour market" (Procter & Padfield, 1999). The traditional way of seeing women as the "grateful slaves" started during the industrial revolution with the separation of the public and private domains.

The revolution saw work and family roles being defined by sex, men were drawn to the public domain to earn money while the women remained within the private domain as takecarers of home and children. This resulted in the cultural assumption that men have the right to work and women have the right to be the takecarers to the household, thus becoming the "grateful slaves" (Scheible, 1999). The important purpose of employment equity is to ensure that people are not discriminated against based on either being a "man" or a "woman". Men have traditionally been treated as preservers of their own "self-interests", and women as "others", with their interests largely ignored or violated (Bristor & Fischer 1993).

Social exchange theory clearly explains the relationship between work life balance and commitment. This theory supports the possibility that work life balance policies promote employee participation in the organization to the extent that the employees feel obligated to exert "extra effort" in return for these "extra benefits". These are extra role activities that employees perform and are not mandated to do, but are beneficial towards the organization, is a further indication of their organizational commitment (Lambert, 2000). Commitment in an organization is the totality of internalized normative pressures to act in a way that meets organizational goals and interests (Mckenzie & 2001). Now-a-days competent woman can succeed, providing that are prepared to play by the rules of the game dictated by the organization to which they are committed (Liff & Ward, 2001).

3. Objective of the study

The purpose of the study is to find the relationship between work life balance and organizational commitment of the nursing profession

4. Hypothesis of the study

There is a relationship between work life balance and organizational commitment among the nursing profession.

5. Method

This study is utilized descriptive research procedure to accomplish the purpose. Descriptive research explores the relationship between one or more variables (Fraenkal & Wallon, 2006). The study variables are work life balance and organizational commitment experienced by nurses. The target population for this study is defined as nurses, who had completed five years of experience and who are all working in cuddalore district, Tamilnadu, India. In this district, 3286 nurses are working in public and private hospitals. From the total population, ten percent of subject are considered for this study. Hence, 328 samples are approached to participate this study. Sample respondents are selected through covenant sampling method. The degree of work life balance is measured using the five statements from chaney (2007) and eight statement from Gutak et.al. (1991). Totally 13 items are asked to respondents towards their perception of work life balance, the degree of work interfering with family and degree of family interfering with work. The degree of nurses organizational commitment is measured using a portion of Blau et.al. work commitment index (1993). It is consisted of eleven statement that addressed respondents opinion on organizational commitment. Participants are asked to rate themselves on seven point scale. Where seven stands for strongly agree and one stands for strongly disagree. In order to find the answer to the hypothesis, descriptive statistics and correlation analysis are done.

6. Results and Discussion

Nurses' work life balance is a important factors because they are taking care of their family and also patients. Nurses are asked to rate themselves relating to their work life balance. Work life balance is measured with five statement with seven point scale Their responses are coded and calculated the means score and standard deviation for each statement, the values are shown in the table -1 The mean score of balance of quality time between their work and personnel commitment is 3.89. Ability to balance the work demands without unreasonable compromises of family responsibilities is secured a mean value of 4.21. Fulfilling personal life and adequately perform the work responsibility is secured the mean score of 4.62. The opinion of work life balance helps to provide work effectiveness and successful in the profession, with mean value of 6.21. Respondents are felt that a good work life balance helps to retain the medical profession with mean score of 6.52.

The average mean score of work life balance factors is 5.09. It is found that nurses are believed that a good work life balance helps to retain in the profession and it provides effectiveness and success in their profession. But the balance level between work and family found to be low.

Work interfering with family is the second factor in measuring nurses opinion towards work interfering with family. It is necessary to calculate average score for work interfering with family responses to determine overall work life balance for the nurses. The results are displayed in the table 2. The average mean score of work interfering in the family life is 4.96. It shows that nurses' agreed that work is interfering with their family life and also

they felt that because of the work they may not spent more time with family or friends with mean score of 6.21.

When nurses' are on the job they were do so much of the work, hence they are takes away from personal interest (3.85) Nurses agreed that family member dislike their pre occupied with their work. Table 3 shows the nurses opinion towards family interfering with their work, the calculated average mean value is 3.37. It indicates that the nurses' felt that their family is interfering with their work in least level. Moreover, they also felt that they are very tired at work. Because, they felt that their family interfering with their work. Table 4 explaine the nurses perception on their organizational commitment. Organizational commitment has been measured with eleven statement on seven point scale. The mean score is calculated. The calculated mean scores are lies between 1.26 and 6.12. The average score of organizational commitment is 3.87. It shows that nurses are having least level of commitment towards their organization. They felt that they are disappointed to entered this occupation and sometime they are dissatisfied with this occupation. The relationship between work life balance and organizational commitment has been assessed with help of correlation analysis. The r- value of work life balance and organizational commitment found to be 0.826 and p value is 0.001. It shows that the work life balance is positively and significantly influence the organizational commitment. It is noted that work life balance influenced at 68 percent of organizational commitment among nurses. The rvalue of work interfering with the family life and family interfering with the work life with organizational commitment is 0.628 and 0.76 respectively. The corresponding p values are significant, where as family interfering the work life with organizational commitment is 51 percent and work interfering the family life and organizational commitment is 39 percent . It is found that work life balance is having higher level of relationship on organizational commitment followed by family interfering work and work interfering family.

7. Conclusion

Work life balance and organizational commitment are having positive relationship. If nurses are having the good work life balance, they are more committed with their organization. Hence, organizational should come forward to make their life is important and give due weightage on personal factors. Organization should treat that their employees are as clients. Even more in today ever challenges environment that demands are balancing of both work and life responsibilities. Organization actively seek to improve employee morale, commitment and job satisfaction as well as aiming at reduced source of stress both at work and home through work life balance policies. It will improve their ability to become the employer of choice as well as retain talent. In nursing profession, becoming the employer of choice means that hospital practices employment terms and conditions are generous enough to attract employees away from their competitors and keep their own employees from learning the hospital

Table 1 Perception of Work Life Balance

Statement	Mean	S.D
Quality time between work and family	3.89	0.96
Balance work demand without unreasonable	4.21	1.26
I am able to have a fulfilling personal life and adequately perform my work responsibilities.	4.62	0.81
A good work-life balance provide a more effective and successful medical profession.	6.21	1.37
A good work-like balance helps retain medical in the profession.	6.52	1.06
Average mean	5.09	1.092

Олимпиада для студентов и выпускников вузов – 2014 г.

Table 2 Perception of Work Interfering with Family Life

Statement	Mean	S.D
After work, I come home too tired to do some of the things I'd like to do.	4.52	1.28
On the job, I have so much work to do that it takes away from my personal interests.	3.85	1.62
My family / friends dislike how often I am preoccupied with my work while I am at home.	5.26	0.92
My work takes up time that I'd like to spend with family/friends.	6.21	1.02
Average mean	4.96	1.21

Table 3 Family Interfering with Work Life

Statement	Mean	S.D
I'm often too tired at work because of the things I have to do at home.	5.86	0.68
My personal demands are so great that it takes away from my work	3.25	1.86
My administration and peers dislike how often I am preoccupied with my personal life while at work.	2.86	1.26
My personal life takes up time that I'd like to spend at work.	1.52	0.86
Average mean	3.37	1.17

Table 4 Perception of Organizational Commitment

Sl no	Statement	Mean	S.D
1.	If I could, I would go into a different occupation	2.16	1.23
2.	I can see myself in this occupation for many years	5.82	0.87
3.	My chosen occupation is a good choice.	6.12	1.23
4.	If I could, I would not choice this occupation	4.26	1.86
5.	If I had no need for more money, I would still continue in this occupation	1.28	1.78
6.	Sometimes I am dissatisfied with this occupation	5.12	0.96
7.	I like my occupation too well to give it up	4.88	1.26
8.	My education was not for this occupation	1.26	0.58
9.	I have the ideal occupation for my life's work	3.88	1.17
10.	I wish I had chosen a different occupation	2.26	1.52
11.	I am disappointed that I entered this occupation	5.20	1.62
	Average scores of org. commitment	3.87	1.28

Table 5 Relationship between Work Life Balance and Organizational Commitment

Factors	Organizational Commitment	
	r-value	P-value
Work life balance	0.826	0.001
Work with family life	0.628	0.005
Family with work life	0.716	0.001

2. Прочитайте и решите кейс.

Ситуация: «Месяц назад мы приняли в HR отдел ассистента на срочный трудовой договор на три месяца под проект. Основная задача – массовый подбор персонала. Мы планировали перевести сотрудника на постоянный договор, если зарекомендует себя с положительной стороны. Но, время идет, а он себя никак не проявляет: безынициативный, вакансии закрывает не в том объеме, как требуется, работает только со входящими резюме – сам не обзванивает кандидатов (а задачи ставятся каждый день). На собеседовании произвел очень благоприятное впечатление, и все необходимые компетенции были проявлены».

1. Опишите психологические механизмы возникновения и развития данной проблемы.
2. Предложите необходимые в данной ситуации мероприятия, которые может предпринять специалист HR-отдела.