https://doi.org/10.48047/AFJBS.6.12.2024.1944-1956

African Journal of Biological Sciences

Journal homepage: http://www.afjbs.com

Research Paper Open Access

Assessing the Impact of Human Resource Development Climate on Work-Life Balance in Selected Hospitals of Punjab

[1]Ulfat Andrabi, [2]Priyanka Chhibber

[1]Research Scholar Lovely Professional University

[2]Associate Professor Lovely Professional University

Article History

Volume 6, Issue 12, 2024
Received: 16 May 2024
Accepted : 20 June 2024
Doi: 10.48047/AFJBS.6.12.2024.1944-1956

Abstract

The goals of healthcare are to raise general quality of life, treat medical conditions, and promote physical health. Every healthcare practitioner chose this line of work with the altruistic and compassionate goal of helping people. With the help of many stakeholders that support its growth, expansion, and upkeep, the healthcare industry has developed into a sophisticated and complicated system. A vast range of medical conditions and difficulties are encountered by the diverse patient population that healthcare organisations serve. To attain the best results and facilitate patient recuperation, several societal issues demand immediate attention and resources. The purpose of this study is to investigate the association between human resource development climate and work-life balance among employees of a subset of Punjab hospitals that have been accredited by the National Accreditation Board of Hospitals and the Public Health System Corporation. For each variable, data from 382 healthcare professionals in Punjab were gathered using two distinct structured surveys. With Smart PLS software, data analysis was done. The results show that work-life balance is strongly influenced by human resource development. A Likert scale with a range of 1 to 5 was employed to assess the correlations among the variables.

Introduction

Given the state of business today, all organisations must engage in intense competition. They require a distinct competitive edge that is challenging for rivals to imitate. Their human capital is one of the key assets that can offer such a benefit. Excellent human resources can play a major role in accomplishing organisational objectives. High performance, strong affective commitment, loyalty, high motivation, and great organisational citizenship behaviour are traits of an exceptional employee. Moreover, highly engaged workers may also be a significant factor. An engaged employee will work tirelessly, passionately, and with a laser-like focus on completing their tasks and obligations. The ability to complete tasks with comfort and enjoyment is known as engagement. These cosy and enjoyable sensations can

manifest as mental, emotional, or physical states. As a result, workers will contribute more and accomplish the goals of the company (Rich et al., 2010). Employees are thought to be capable of carrying out tasks with little supervision if they are enthusiastic, dedicated, and independent. Previous research has demonstrated the relevance of employee engagement, showing that it has a considerable positive impact on both individual performance (Karatepe, 2013; Anitha, 2014) and organisational performance (Garg, 2017; Al-dalahmeh et al., 2018). As a result, successful organisations must pinpoint the critical elements that raise employee engagement. The major difficulty facing today's HR professionals is finding, developing, and keeping people in a cost-effective manner. To combat this, businesses are promoting a work-life balance culture that assists staff members in striking a balance between their personal and professional lives. "A state of equilibrium in which the demands of a person's job and personal life are equal" is how work-life balance is defined (The Word Spy, 2002). The concept of work-life balance is founded on the idea that each person should have a full life, including time dedicated to their family's interests and personal pursuits including sports, hobbies, social and community service, and ongoing education (Doherty & Manfredi 2006). Work-life balance can signify different things depending on the situation, according to Lockwood (2003). Work-life balance is discussed using a variety of terminology, including work/family, work/family conflict, benefits that are family-friendly, work/life programmes, work/life initiatives, and work/family culture. "Men and women with 82% and 85% having ages 20-39 rated family time at the top of the list of their work/life concerns," according to a 2001 survey by the Radcliff Public Policy Centre. Around the world, the role of work has altered as a result of the continuously shifting social and economic demands. In the past, the topics of "survival" and "necessity" were connected. Nevertheless, labour is now regarded as both a necessity and a significant factor in "personal satisfaction." Work-life programmes and perks are necessary in an organisation since work is becoming one of the most essential tools for achieving goals and bringing about personal and professional fulfilment (Joshi et al., 2002).

Literature Review

Human Resource Development Climate

The general atmosphere and culture of an organisation that supports the personal and professional development of its staff members is referred to as the human resource development (HRD) climate. According to Rao and Abraham (1986), a good HRD climate is defined by opportunities for professional advancement, supportive leadership, and a dedication to the well-being of employees. According to Kirkpatrick & Kirkpatrick (2006), improving employee performance, job happiness, and organisational commitment are all significantly impacted by the HRD atmosphere. Positive HRD climates foster ongoing learning and skill development, which are critical for individual and organisational development, as noted by (Nagpal et al., 2024). Transparent communication, reciprocal trust, and a same goal between staff and management characterise this atmosphere. As they invest in the long-term development of their personnel, companies with a strong HRD atmosphere are better positioned to sustain a competitive edge and adapt to changes (Garavan, 1991). T.V. Rao (1991) developed the idea of HRD climate by pointing out important components such organisational culture, support from upper management, and HRD tools like training

and performance reviews. Rao stressed that these elements work together to foster an atmosphere that is favourable to both organisational effectiveness and staff development. Research conducted in 2016 by Chaudhary and Bhaskar showed a favourable relationship between organisational success and the HRD climate. They discovered that inventiveness, production, and general success are all often higher in companies with a strong HRD climate. Employee engagement is greatly increased by a supportive HRD climate, according to research by (Muzzamil, 2021). Employees that are engaged are more likely to be loyal to their company, perform better on the job, and have lower intention to leave. Pareek (2008) conducted a study that demonstrated how organisational citizenship behaviour (OCB) is impacted by the HRD climate. Positive HRD environments encourage employees to go above and beyond the call of duty and improve the well-being of the company. The strategic role of the HRD climate in attaining a competitive advantage was covered by McCracken and Wallace (2000). They maintained that by placing a high priority on HRD, businesses may more effectively match personnel competencies with corporate objectives, increasing flexibility and competitiveness.

Work Life Balance

The notion of work-life balance was first presented by Greenhaus and Beutell (1985), who defined it as the extent to which a person can juggle the demands of both their personal and professional lives at the same time. They maintained that an imbalance could result in burnout, stress, and a decrease in job satisfaction. Burke (2000) asserts that a heavy workload and extended workdays are major obstacles to reaching WLB. These elements frequently result in stress at work and a lack of personal time. According to Thompson, Beauvais, and Lyness (1999), workers in companies that promote work-life balance practices are more satisfied with their jobs and have lower turnover rates. According to research by Clark (2000), employees' ability to balance the demands of their personal and professional lives is greatly influenced by their own priorities and values. Numerous coping mechanisms people employ to control stress and strike a balance between the demands of work and life were covered by Lazarus and Folkman (1984). Sustaining WLB requires effective coping strategies. According to Hill et al. (2008), employees' capacity to manage their personal and professional lives is much improved by flexible work arrangements like telecommuting and flexible scheduling. The significance of family-friendly policies, like paid time off and on-site childcare, in fostering work-life balance was highlighted by Hammer et al. (2005). Counselling and support services offered by employee assistance programmes (EAPs) can aid in stress management and improve work-life balance (WLB) (Zedeck & Mosier, 1990).

Hypotheses 1: There is a significant effect of Human resource development climate on organizational commitment in the selected hospitals of Punjab.

Methods

Method for Sampling and Data Collection

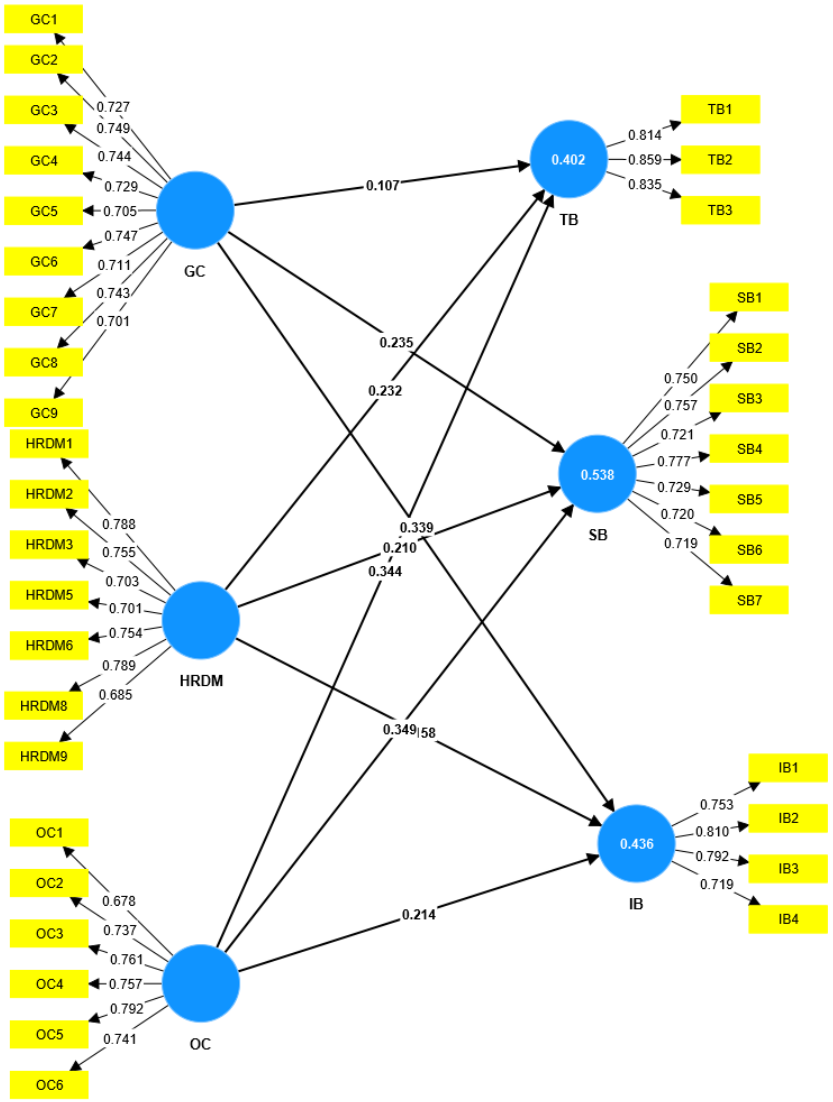
A standardised questionnaire was used to assess the independent HRDC and the dependent variable work-life balance. Data was collected from Punjab state hospitals. To achieve the goals, information has been gathered from 382 workers in particular hospitals in Punjab by

proportionate stratified sampling. Standardised questionnaires were used to evaluate the independent variable, "HRD climate," and the dependent variable, "work life balance." These analysis' findings are shown below.

Variables and Measures

Human resource development climate and organizational commitment were the variables used in this study. The HRDC and its components were independent variables, while the dependent variable was organizational commitment. T.V. Rao developed and validated a 25-item, three-factor HRDC scale model to measure the independent variable human resource development climate and its dimensions (1990). Bradley and Paul developed a 15-item scale to assess work life balance as the dependent variable (1997). The variables were set using 1-5 Likert scale intervals.

Data Analysis



Source: Authors own

Assessment of Instrument Validity and Reliability

The Rossiter (2002) scale construction approach was used to assess the constructs' validity and reliability. The scale items' reliability was evaluated once their convergent and discriminant validity were determined (Rehman et al., 2023).

Convergent Validity

The degree to which different items measuring the same idea share a sizable amount of variance is known as convergent validity. There were three factors considered when evaluating convergent validity. First, factor loadings ought to be higher than 0.50, per Hair et al.'s 2007 recommendation. Second, each construct's total reliability needs to be more than 0.70. Finally, each construct's average variance extracted (AVE) should be greater than the 0.50 cutoff value recommended by Fornell and Larcker (1981).

Measurement model assessment

The process of construct validation will go on to the next stage, which is the discriminant validity calculation. There are various methods for evaluating the validity of discriminant validity. The term "discriminant validity" describes how distinctive a construct is measured (Rehman et al., 2024). It is seen when the variance shared between distinct constructs is less than the variance shared within a construct (AVE). Hensler et al. (2015) state that this is the appropriate application of the Heterotrait-Monotrait ratio of correlations (HTMT). Cut-off numbers like 0.85 and 0.90 can be used by researchers to analyse the HTMT data that they have gathered.

Table 1.1 Results summary for validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	The average variance extracted (AVE)
GC	0.89	0.89	0.911	0.531
HRM	0.862	0.865	0.894	0.548
IB	0.769	0.77	0.853	0.592
OC	0.839	0.84	0.882	0.555
SB	0.862	0.863	0.894	0.546
TB	0.784	0.786	0.874	0.699

Source: Authors own

Factor loadings, construct composite reliability, and average variance extracted (AVE) are the three main aspects that Hair et al. (2007) advocate considering while analysing scale item convergent validity. Fornell and Larcker (1981) highlighted that to demonstrate convergent validity, it is generally recommended that factor loadings for each item be greater than 0.50, the composite reliability of each construct be at least 0.70, and the AVE for each construct be ideally greater than 0.50. Cronbach's alpha and composite reliability are the two primary metrics used to evaluate dependability. According to Konting et al. (2009), Cronbach's alpha values of 0.70 or above are generally regarded as good markers of internal consistency, while values between 0.61 and 0.70 are deemed acceptable. The composite reliability scale, with

values ranging from 0 to 1, represents the degree of reliability; higher values denote stronger reliability. According to Hair et al. (2014), values in the range of 0.60 to 0.70 are considered acceptable for composite reliability.

Discriminant Validity

The idea of discriminant validity is widely used in the social sciences and psychometrics, particularly in confirmatory factor analysis (CFA) and structural equation modelling (SEM). To quantify concepts or ideas, it entails determining how dissimilar two constructs or variables are from one another. Stated differently, discriminant validity assesses how well a measurement tool distinguishes between two or more theoretically separate ideas or variables. This evaluation makes sure that the constructs under study are distinct from one another and do not measure the same idea.

Table 1.2 Discriminant Validity

Column1	Column2	Column3	Column4	Column5	Column6	Column7
	GC	HRDM	IB	OC	SB	TB
GC						
HRDM	0.90					
IB	0.765	0.735				
OC	0.884	0.88	0.733			
SB	0.77	0.771	0.899	0.803		
TB	0.675	0.704	0.802	0.738	0.909	

Source: Authors own

The heterotrait-monotrait (HTMT) ratio is a statistical method used in partial least squares structural equation modelling (PLS-SEM) to evaluate discriminant validity. It seeks to ascertain whether the components of a measurement model are independent of one another, guaranteeing that they assess discrete underlying ideas and are not related. Researchers compare heterotrait correlations—correlations between distinct constructs—with monotrait correlations—correlations within the same construct—to calculate the HTMT ratio. They divide the average correlation between heterotraits by the average correlation between monotraits. An HTMT ratio below 0.85 or 0.90 across numerous constructs offers significant evidence of discriminant validity, according to Gold and Arvind Malhotra (2001). This illustrates how sufficiently different the constructions are from one another. For PLS-SEM researchers, this approach is useful since it ensures that the constructs they explore are conceptually distinct and not just various measures of the same latent variables by helping to evaluate the accuracy of their measurement models. It improves the accuracy of discriminant validity assessments using PLS-Sem.

Multicollinearity

A statistical problem known as multicollinearity occurs when a regression model exhibits strong correlations between its independent variables. On the other hand, it can also happen when the dependent variables have strong relationships with one another. Strong linear correlations between the predictors used to anticipate the outcome variable are essentially indicated by multicollinearity. This phenomenon may present the analysis with several difficulties and complexities.

Column1	**VIF**
GC1	1.811
GC2	2.014
GC3	1.973
GC4	1.887
GC5	1.688
GC6	2.17
GC7	1.969
GC8	1.951
GC9	1.626
HRDM1	2.064
HRDM2	2.054
HRDM3	1.606
HRDM5	1.669
HRDM6	1.87
HRDM8	2.006
HRDM9	1.616
IB1	1.555
IB2	1.76
IB3	1.556
IB4	1.338
OC1	1.402
OC2	1.672
OC3	1.747
OC4	1.714
OC5	2.248
OC6	1.995
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

To evaluate multicollinearity in data, a statistical method known as the Variance Inflation Factor (VIF) is employed. A VIF value of five or fewer is seen as appropriate for addressing collinearity issues, according to Hair et al. (2011). Furthermore, research findings indicate that multicollinearity may be a concern when VIF values surpass 3.3, as mentioned by Knock and Lynn (2012). There is just a small amount of collinearity among the variables in this study, as shown by the fact that none of the observed variables have VIF values more than 3.3. As a result, it can be said that there isn't much multicollinearity between the elements.

Outer Loadings

The idea of outer loadings, also known as item loadings or indication loadings, is crucial when it comes to structural equation modelling (SEM) and factor analysis. The observable variables (items or indicators) that make up the linkages between latent constructs or factors are quantified by these loadings. They represent the strength and direction of the association between each observable variable and its corresponding latent factor in the model and are synonymous with factor loadings. According to Henseler et al. (2015), an outer loading of 0.7 or greater denotes excellent loading and suggests a robust and consistent relationship between the observed variable and the latent construct. According to Chin (1998), loadings above 0.5 are typically regarded as acceptable, however loadings below 0.5 are frequently thought to be poor and can call for the study to be excluded. With the help of these thresholds, researchers can evaluate how well their measurement models reflect the desired underlying structures in the observed data.

Table 1.4 Outer Loadings

Column1	GC	HRDM	IB	OC	SB	TB
GC1	0.727					
GC2	0.749					
GC3	0.744					
GC4	0.729					
GC5	0.705					
GC6	0.747					
GC7	0.711					
GC8	0.743					
GC9	0.701					
HRDM1		0.788				
HRDM2		0.755				
HRDM3		0.703				
HRDM5		0.701				
HRDM6		0.754				
HRDM8		0.789				
HRDM9		0.685				
IB1			0.753			
IB2			0.81			
IB3			0.792			

IB4			0.719			
OC1				0.678		
OC2				0.737		
OC3				0.761		
OC4				0.757		
OC5				0.792		
OC6				0.741		
SB1					0.75	
SB2					0.757	
SB3					0.721	
SB4					0.777	
SB5					0.729	
SB6					0.72	
SB7					0.719	
TB1						0.814
TB2						0.859
TB3						0.835

Source: Authors own

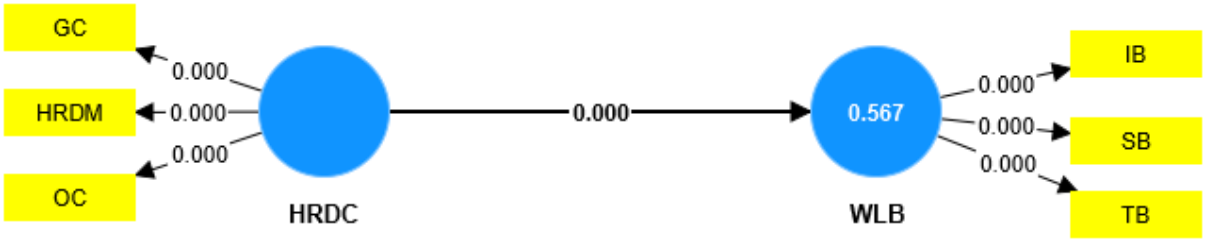
The investigation looked at each item's exterior loadings according to predetermined standards. Strong relationships between the observed item and its related latent construct are indicated by loadings above 0.7 or between 0.5 and 0.7, which are regarded as satisfactory. But one item—HRDM4 and SB8, in particular—showed a negative loading, thus it was eliminated from further examination. Table 1.4 clearly shows that every other item has outer loading values that are either greater than 0.5 or greater than 0.7, confirming the high calibre of these items and confirming their applicability for further study. This indicates how well they can measure and capture the key concepts of interest. The P-values in Table 4.16 were analysed using a bootstrapping technique at a significance level of 5%. By validating the strength of the observed outside loadings, in particular, this step was taken to strengthen the findings' dependability. The additional layer of confidence in confirming these items' appropriateness for further analytical procedures comes from this statistical method.

Hypotheses Testing

H1: There is a significant effect of HRD climate on Work life balance in select hospitals.

The evaluation is shown in Figure 4.6, where the three dimensions of work life balance are the dependent variables and the three characteristics of human resource development climate act as independent factors. The structural model's path coefficients and coefficient of determination (R2) are analysed as part of the assessment.

Figure: Structural model: Effect of human resource development climate on work-life balance



Source: Authors own

Table 4.10Path Coefficients

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
HRDC -> WLB	0.753	0.754	0.03	24.965	0.00

Source: Authors own

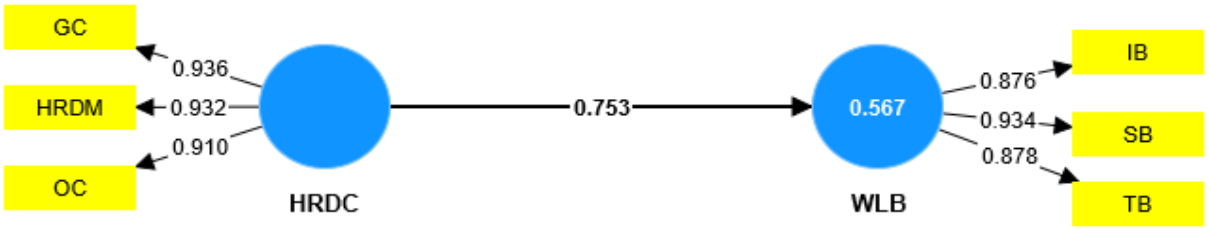


Table 4.11 R -Square and R-square adjusted

Column1	R-square	R-square adjusted
WLB	0.567	0.566

Source: Authors own

The dependent variable's (WLB) variance is around 56.7% explained by the independent variables in the model, according to the R-squared value of 0.567. The robustness and dependability of the model in explaining the data are highlighted by the adjusted R-squared, which is currently at 0.566 and closely resembles the R-squared value before taking the number of predictors into account. These numbers shed light on how well the regression model matches the work-life balance dependent variable. Greater R-squared values typically indicate a better fit, meaning that the model explains a higher percentage of the variance in the dependent variable. Given the P-value is less than 0.05, the hypothesis can be accepted. This implies that the work-life balance of healthcare workers is significantly impacted by HRD environment practices.

Conclusion

This leads to the conclusion that one element influencing healthcare workers' work-life balance in the state of Punjab is the human resource environment. If human resource managers wish to strike a balance between their personal and professional lives, they should concentrate on a wide range of employee work-life programmes. The results of this study will

give human resource managers important knowledge that will help them set up a range of policies, guidelines, and practices for their business. The results of this study will give human resource managers important knowledge that will help them set up a range of policies, guidelines, and practices for their business. The results of this study show that employees are much more satisfied to keeping their jobs than they are to achieving time balance and involvement balance This suggests that employees in the healthcare industry are very satisfied to stay in their existing roles.

Research Implications

- The results emphasise how crucial human resource development is to improving healthcare workers' work-life balance. These insights can be used by hospital administrators and policymakers to create HR policies that support a positive work environment, potentially increasing employee retention and well-being.
- Given the significant impact that HRD has on work-life balance, focused training and development initiatives may prove advantageous. To support its employees, hospitals may provide programmes for stress management and ongoing professional development.
- The results of the study can be used by healthcare organisations to develop work-life balance-promoting initiatives like better work scheduling, flexible work schedules, and employee wellness programmes.

- The study provides opportunities for additional investigation into additional aspects influencing human resource development and work-life balance in healthcare environments. To support the results, future research might examine other areas, use bigger sample sizes, and use a longitudinal approach.
- The adoption of sophisticated data analysis methods, such as Smart PLS, points to an increasing trend in medical research technology integration. Future research can examine more technical developments to improve the accuracy of complicated variable interactions.

Limitations

- The results may not be readily generalizable to other healthcare settings or geographic locations, even if the sample size of 382 healthcare professionals offers a substantial amount of data. It may also not be totally representative of all healthcare workers in Punjab or other regions.
- The cross-sectional design of the study makes it difficult to determine causal relationships. To demonstrate a causal relationship between work-life balance and the atmosphere for human resource development, longitudinal research would be necessary.
- The utilisation of self-reported data obtained from structured surveys has the potential to introduce biases like recall or social desirability bias. It's possible that participants exaggerated or undervalued their experiences.

References

- Agarwala, T. (2003). Innovative Human Resource Practices and HRD Climate: A Comparison of Organizations in Two Different Business Sectors in India. International Journal of Human Resource Management, 14(2), 329-343.
- Anwar, S., Tawab, R., & Sami, A. (2020). Impact Of Employee Engagement On Organisational Performance: Systematic Review of 2014-2019. Systematic Literature Review and Meta-Analysis Journal, 1(1), 1-6.
- Burke, R. J. (2000). Workaholism in Organizations: Psychological and Physical Well-being Consequences. Stress and Health, 16(1), 11-16.
- Chaudhary, R., & Bhaskar, A. (2016). HRD Climate and Job Satisfaction: An Empirical Investigation. International Journal of Business and Management, 11(5), 222-230.
- Clark, S. C. (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. Human Relations, 53(6), 747-770.
- Farndale, E., & Paauwe, J. (2007). Uncovering Competitive and Institutional Drivers of HRM Practices in Multinational Corporations. Human Resource Management Journal, 17(4), 355-375,
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. Academy of Management Review, 10(1), 76-88
- Hammer, L. B., Neal, M. B., Newsom, J. T., Brockwood, K. J., & Colton, C. L. (2005). A Longitudinal Study of the Effects of Dual-Earner Couples' Utilization of Family-Friendly Workplace Supports on Work and Family Outcomes. Journal of Applied Psychology, 90(4), 799-810.
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2008). Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. Family Relations, 50(1), 49-58.
- Karatepe, O. M. 2013. High-performance work practicesand hotel employee performance: The mediation of work engagement. International Journal of Hospitality Management, 32, March, 132–140.
- Lazarus, R. S., & Folkman, S. (1984). Stress, Appraisal, and Coping. Springer Publishing Company.
- Nagpal, R., Singh, P., Angra, P. K., Cheema, G. S., & Rehman, M. (2024). Wearable Computing: Canonical Correlation Analysis (CFA) Statistical Method to Validate the Measurement Models Smart Ergonomic Shoes. International Journal of Intelligent Systems and Applications in Engineering, 12(17s), 404–408.
- McCracken, M., & Wallace, M. (2000). Exploring Strategic Maturity in HRD: Rhetoric, Aspiration, and Reality. Journal of European Industrial Training, 24(8), 425-467.
- Muzzamil, R. (2021). Impact of Corporatr Governance on the Financial Reporting Quality in the Nigerian Banking Industry. Johuns.Net, 48(5). https://johuns.net/index.php/publishing/22.pdf

- Rehman, M., Dhiman, B., Kumar, R., & Cheema, G. S. (2023). Exploring the Impact of Personality Traits on Investment Decisions of Immigrated Global Investors with Focus on Moderating Risk Appetite : A SEM Approach. 8984(August), 95–110.
- Pareek, U. (2008). Understanding Organizational Behaviour. Oxford University Press.
- Rao, T.V. (1991). HRD Climate in Organizations. Oxford & IBH Publishing Co. Pvt. Ltd.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. Academy of management journal, 53(3), 617-635.
- Rehman, M., Dhiman, B., Nguyen, N., Dogra, R., & Sharma, A. (2024). Behavioral Biases and Regional Diversity : An In-Depth Analysis of Their Influence on Investment Decisions - A SEM and MICOM Approach. 4(2), 70–85.
- Satata, D. B. M. (2021). Employee engagement as an effort to improve work performance: literature review. Ilomata International Journal of Social Science, 2(1), 41-49.
- Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When Work-Family Benefits Are Not Enough: The Influence of Work-Family Culture on Benefit Utilization, Organizational Attachment, and Work-Family Conflict. Journal of Vocational Behavior, 54(3), 392-415
- Zedeck, S., & Mosier, K. L. (1990). Work in the Family and Employing Organization. American Psychologist, 45(2), 240-251.