

Work-Life Balance and Its Relation to Person-Job Fit among Staff Nurses

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ABSTRACT

Context: Today, the nursing profession faces many challenges; in turn, nurses need to balance their professional work with their personal life, which promotes not only harmony between nurses' personal and work-life but also engender positive attitudes, including job satisfaction, and increases person-job fit (PJ fit).

Aim: This study investigated the relationship between work-life balance and person-job fit among staff nurses.

Methods: A descriptive correlational study design was used. The study was conducted at Obstetrics and Gynecological Hospital affiliated to Ain-Shams University Hospitals. The study subjects include 153 staff nurses. Data were collected by using two tools. The Work-Life Balance Questionnaire (WLBQ) and Person-Job Fit Scale (BJC) were used to collect data for this study.

Results: The results demonstrate that 17% of staff nurses had a high total perception of work-life balance. While 55% had a moderate level, only 28% had a low perception of total work-life balance. At the same time, 20% of studied nurses had a high person-job fit level, and 62% had a moderate level of person-job fit. Meanwhile, only 18% had a low person-job fit.

Conclusion: The study concluded that a low percentage of nurses had high work-life balance and person-job fit. There was a statistically significant positive correlation between total work-life balance and total person-job fit. The study recommended that hospital managers develop policies that enable them to improve the working environment to meet the work-life balance of staff nurses.

Keywords: Work-life balance, person-job fit, staff nurses

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1. Introduction

Retaining competent workers is becoming a major concern in the healthcare field. It is crucial to address the growing nursing staff shortage, potentially impacting the healthcare industry. Therefore, healthcare organizations must implement strategies to help employees balance their personal and professional lives. This balance would help healthcare organizations retain current employees and attract new hires. Also, it would help them enhance the ability of the healthcare workforce to adapt to the demands of the job, the better the performance will be, and the retention of skilled staff nurses. Making a balance between work and life is, therefore, one of the recommended practices that, when used, can lessen work-related stress, increase performance, and boost satisfaction, all of which have a positive impact on how well-suited an individual is to their position and their ability to maintain a healthy work-life balance (Aamir *et al.*, 2016).

A state of having a perfect balance between one's job and personal life is referred to as having a work-life balance. This balance entails finishing daily tasks without neglecting any aspect of personal life, such as one's health, family, friends, culture, or interests, and vice versa. Employees can intentionally divide their time and energy between work and personal life to achieve their goals. This intention does not

have to imply that all aspects of life receive equal attention (Eisenberger *et al.*, 2019). The phrase "work-life balance" (WLB) refers to the harmony between a person's professional and personal lives. The importance of this balance to job satisfaction and good physical and mental health is on the rise. For most workers, a positive working relationship with their organization includes having a healthy work-life balance (Suzabar *et al.*, 2020).

The balance between work and personal life, which operationally require help from the workplace, must be achieved through work-life balance practices. Three main factors affect the work-life balance. They are the interference of work in personal life (WIPL), interference of personal life in work (PLIW), and augmentation of work and personal life (WPLE). When professional pressures and responsibilities make it impossible for nurses to meet their family obligations, work-life interference in personal life develops. When family obligations and demands hamper a nurse's ability to perform her job, there is interference with her employment. Work-life expectations and duties, as well as improving work/personal life, include a good impact on both work and personal life and becoming more fitted to doing her job (Dousin *et al.*, 2021).

A healthy work environment includes a good work-life balance. By fostering a work climate that values work-life balance, nurses can save money and maintain a healthier,

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more productive workforce. Maintaining work-life balance helps nurses minimize stress and helps prevent burnout (Wedgwood, 2022). Moreover, a good work environment helps people maintain healthier habits, reduces stress, and increases job satisfaction. Employers must provide flexible work schedules and remote work options to alleviate workplace stress. These practices would make the workplace more appealing to all generations, so maintaining a positive work-life balance benefits employees' productivity and performance. It is crucial for their health and relationships (Fowler, 2022).

The provision and support of work-life balance practices identified critical factors in promoting positive work attitudes among employees (Stamm *et al.*, 2022). It boosts employees' independence in balancing work and family obligations. Part-time employment, telecommuting (i.e., working from home using technology), job sharing (where two or more employees willingly share full-time job tasks), flexible beginning and finishing times, and paid time off are some examples of these practices (Parakandi & Behery, 2015). Employees' knowledge, skills, and abilities (KSAs) are improved by using these practices to fulfill their obligations at work and outside of it. WLB practices serve as organizational resources that also cater to the requirements and preferences of employees. Employees are more likely to experience person-job fit when they feel that their KSAs are adequate to meet their work obligations and that the resources provided by their jobs are sufficient to suit their wants and preferences (Kakar *et al.*, 2020).

A component of person-environment fit is person-job fit. Along with supervisor, group, and organizational fit, person-environment fit also refers to these elements. Person-environment fit fundamentally states that interactions between people and their surroundings impact their well-being. People are in better health when they integrate effectively with their surroundings than when they do not. When workers are specifically matched to their position, their expertise, aptitude, personality, and interests are compatible (Dousin *et al.*, 2021).

Person-Job Fit (PJ fit) is the degree to which a person is compatible with their employment (Ates, 2018). Person-job fit is crucial for well-being. It favors employee satisfaction with their employment, as well as their co-workers and supervisor. Additionally, personal stress levels drop when employees become more committed to the organization. Employees that are more satisfied with their jobs are often happier, more devoted to the organization and their lives, and less worried (Suzabar *et al.*, 2020).

The fit between a person's skills and their employment benefits businesses beyond just well-being. It improves performance since it makes sense that someone who is fitter for the job could do better individually. Additionally, feeling more at home at work can lessen a person's desire to quit. So, long-term turnover decreases when employees feel comfortable in their position. The likelihood that the work-life balance will be disturbed, the person still involved in work-related responsibilities is higher, raising job discontent and decreasing commitment, leading to psychological stress (Mahmod *et al.*, 2019).

2. Significance of the study

As a result of globalization and multitasking, nurses frequently feel under pressure to strike a balance between their professional and personal lives. Therefore, enhancing their WLB is essential since it forms the basis for great work life, happiness, general well-being, and reduced work-life conflicts. Hospitals, on the other hand, stand to gain from greater production as a result of better employee outcomes, including dedication, motivation, and talent retention, as well as lowered turnover intentions. WLB practices serve as organizational resources that also satisfy the requirements and preferences of employees. Employees are more likely to experience person-job fit when they feel their KSAs are enough to match the job's demands (PJF). Therefore, the researchers are eager to shed light on this relationship among hospital staff nurses by investigating the connection between work-life balance and job fit.

3. Aim of the study

This study investigated the relationship between work-life balance and person-job fit among staff nurses.

3.1. Research questions

The current study aimed to answer the following research questions:

- What is staff nurses' perception level of work-life balance?
- What are the levels of staff nurses' person-organization fit?
- Is there a relationship between staff nurses' work-life balance and person-job fit?

4. Subjects & Methods

4.1. Research Design

The objective of this study was accomplished using the descriptive correlational research design. Descriptive research aims to offer a clear picture of the situation at hand. Finding relationships between variables and using that information to anticipate future events is known as correlational study or research (Sangor & Walinga, 2019).

4.2. Research setting

This research was carried out at the Obstetrics and Gynecological Hospital, affiliated to Ain Shams University Hospitals. It offers many specialties of treatment for women. It has a total bed capacity of 618 and consists of seven units.

4.3. Subjects

Out of 206 staff nurses working in all units, 135 were the study participants. They were chosen via simple random sampling. The sample size was estimated using the Open Epi Version 3 open-source calculator, taking into account a 5% standard error at a 95% confidence level and an 80% power. The sample size is calculated according to this equation: $n = [DEFF * N p (1-p)] / [(d^2 / Z_{21-\alpha/2}^2 * (N-1) + p*(1-p)]$ (Dean & Sullivan, 2013).

4.4. Tools of data collection

Data were collected using the Work-Life Balance Questionnaire and Person-Job Fit Scale.

4.4.1. Work-Life Balance Questionnaire (WLBQ)

This questionnaire aimed to assess staff nurses' perception regarding work-life balance. It was developed by *Fisher (2001)* and modified by researchers. It comprises two parts.

Part one was created to collect personal information of the study subjects, such as their age, gender, marital status, nursing education, years of experience, and previous training in work-life balance and personal job fit.

Part two is the Modified Work-Life Balance Questionnaire. It had 15 items total, which were divided into three dimensions: Work-life interference with personal life (7 items) as "My job made personal life difficult," personal life interference with work (4 items) as "My personal life drained me of energy for work," and work/personal life enhancement (4 items) as "My personal life gave me energy for my job." *Scoring system*

Nurses' responses were assessed against five points-Likert scale ranged from strongly disagree that scored (1), disagree that scored (2), little agree scored (3), agree that scored (4), and finally, strongly agree that scored (5). The aspects of work-life interference with personal life were rated as 5, 4, 3, 2, 1 except for item number 7, which was reverse scored, and personal life interference with work, since the items were negatively written.

For the dimension of work/personal life enhancement, scoring was reversed as 1, 2, 3, 4, and 5 for strongly disagree, disagree, little agree, agree, and strongly agree, respectively, as the items were positively worded. These ratings were transformed into percent ratings. Each sub-scale and the entire work-life balance was then rated as low if it was less than 60%, moderate if it was between 60% and <75%, and high if it was at least 75%.

4.4.2. Person-Job Fit Scale (BJFS)

This scale is used to measure staff nurses' job fit level. It was adapted from *Mylonas and Georgiadi (2004)* and modified by the researchers. It consists of 22 items. The items were classified under three main dimensions. They are work creatively (6 statements) as "I am allowed to work creatively," control and motivation (6 statements) as "I have control over matters in my job," and relationships with colleagues (10 statements) as "I receive satisfactory treatment from my colleagues."

Scoring system

Nurses' responses were assessed against a five-point Likert scale: Strongly agree scored 5, agree scored 4, neutral scored 3, disagree scored 2, and strongly disagree, was scored 1. The score of each subscale was summed. In the negative items, the scoring was reversed. A percent score was created from these scores. Following that, the percent score was classified as low if it was less than 60%, moderate if it was between 60% and <75%, and high if it was at least 75%.

4.5. Procedures

Tools validity: The tool has been validated by a jury of five experts: Two assistant professors in the nursing administration department at Ain Shams University, two assistant professors in the nursing administration department at Cairo University, and one assistant professor in the nursing administration department at Helwan University. The experts examined the tools' clarity, accuracy, and comprehensiveness. Some modifications were done according to their suggestions by rephrasing some statements. The Cronbach Alpha test tested the tools' reliability, which was used to assess internal consistency. It was 0.85 for the work-life balance questionnaire and 0.86 for the person-job fit scale.

Ethical considerations: The hospital's directors approved the research conduction before starting the study. After gaining verbal agreement from the nurses, the researchers explained the study's objectives to the research sample to get their cooperation. The researchers took care to maintain the confidentiality of the information, and the nurses were informed that they were allowed to withdraw from the research at any time without penalty.

Administrative design: Official approval to carry out the study was received from the hospital directors and the head of the nursing administration department after explaining the study's goal and how the data would be collected.

Pilot study: Ten percent of the total sample (8 staff nurses) were recruited for the pilot study. They were chosen randomly by lottery method from all departments. The purpose of the pilot study was to evaluate the tools' clarity, and applicability, spot potential difficulties and issues that might arise during data collecting, calculate the time required to complete the questionnaires and assess the feasibility of the research process. The questionnaires could take anywhere between 30 and 40 minutes to complete. There have been modifications made. The pilot study's nurses were not considered study subjects.

Fieldwork: It took place over one month. Beginning in January 2022, it was finished by the end of the month. The researchers merely stated the study's goal after introducing themselves to the staff nurses. Data was gathered by the researchers over two days every week in various shifts by meeting the staff nurses in their workplace, either individually or in groups. Every staff nurse took about 15-30 minutes to complete the questionnaires. The researcher collected about 30 to 35 questionnaires every week. The researcher checked each filled questionnaire to ensure its completion during data collection.

4.6. Data analysis

The statistical package of social sciences (SPSS) version 25 was used to analyze, code, and enter the collected data. Following thorough entry, data were checked for errors and analyzed to produce frequency tables with percentages. Numbers and percentages were used to present qualitative data. Additionally, quantitative data were appropriately described as mean and SD. Pearson's correlation was used to assess the correlation between study variables. Statistical

significance depended on probability (p-value) which was defined as follows: $p \leq 0.05$ was considered significant, $p \leq 0.001$ was considered highly significant, and $p > 0.05$ was considered insignificant.

5. Results

Table 1 illustrates the studied nurses' characteristics, 43.0% of staff nurses aged >30 - <40 years with a mean of 35.18 ± 7.44 . Also, 85.9% were females, and 51.8% were married. Concerning their educational qualifications, 47.8% had baccalaureate degrees, and 40.7% had years of experience between >10 - 15 with a mean of 12.33 ± 23.25 . All study samples (100%) had not attended previous training about work-life balance or person-job fit.

Table 2 demonstrates that 19.3% of staff nurses highly perceived the work-personal life enhancement dimension of work-life balance. At the same time, 62.2% of them had a moderate perception level regarding work-life interference

with personal life. Moreover, 54.9% of them had a moderate level of perception of personal life interference with work.

Figure 1 shows that 28% of staff nurses had a low total perception of work-life balance. While 55% had a moderate level and 17% had a high perception of total work-life balance.

Table 3 shows that 22.2% of staff nurses had a high level of relationship with colleagues, and 53.3% had a moderate level of control and motivation. At the same time, 41.5% had a low creativity dimension of person-job fit.

Figure 2 illustrates that 20% of staff nurses had a high person job fit level. While 62% had a moderate level of person-job fit, and only 18% had a low person-job fit.

Table 4 demonstrates a statistically positive correlation between all work-life balance dimensions and all person job fit dimensions among staff nurses.

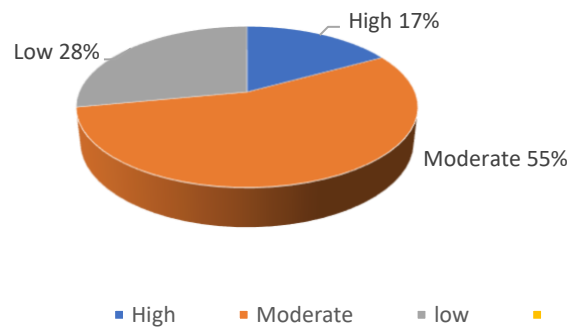
Table 5 shows a statistically significant positive correlation between the total perception of work-life balance and the total person job fit level ($r=0.28$, $p=0.001$).

Table (1): Frequency and percentage distribution of studied nurses' characteristics (n=135).

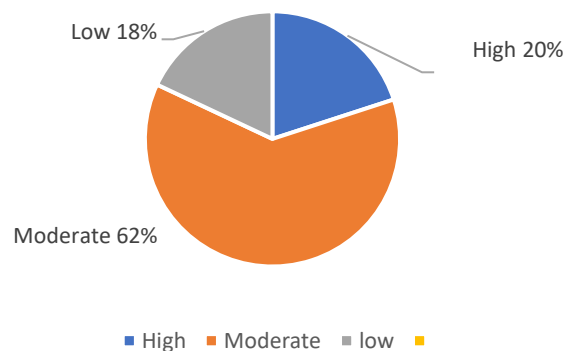
Personal Characteristics	Staff nurses (135)	
	No	%
Age		
≤30	49	36.3
>30-<40	58	43.0
≥40	28	20.7
Mean±SD	35.18±7.44	
Gender		
Female	116	85.9
Male	19	14.1
Marital status		
Single	50	37.0
Married	70	51.8
Divorced	10	7.4
Widow	5	3.8
Educational Qualification		
Technical institute	72	42.2
baccalaureate degree	78	47.8
High Qualified studies	13	8.0
Years of experience in a hospital		
≤5-10	51	37.8
>10-15	55	40.7
≥15	29	21.5
Mean±SD	12.33±23.25	
Previous training in work-life balance		
Yes	0	0.0
No	135	100.0
Previous training about personal job fit		
Yes	0	0
No	135	100

Table (2): Frequency and percentage distribution of staff nurses' perception of work-life balance (135).

Work-life balance	High		Moderate		Low	
	No.	%	No.	%	No.	%
Work-life interference with personal life	15	11.1	84	62.2	36	26.7
Personal life interference with work	23	17.0	74	54.9	38	28.1
Work personal life enhancement	26	19.3	61	45.1	48	35.6

Total work life balance perception level**Figure (1): Total work-life balance perception among staff nurses (N=135).****Table (3): Frequency and percentage distribution of person-job fit dimensions among staff nurses (n= 135).**

Person job fit	High		Moderate		Low	
	No.	%	No.	%	No.	%
Creativity	18	13.3	61	45.2	56	41.5
Control and Motivation	16	11.9	72	53.3	47	34.8
Relationship with colleagues	30	22.2	63	46.7	42	31.1

Total person job fit level**Figure (2): Percentage distribution of total person job fit level among studied staff nurses (n=135).****Table (4): Correlation Matrix between work-life balance dimensions and person-job fit dimensions among studied staff nurses.**

Work-life balance Dimensions	Person job fit Dimensions.					
	Creativity		Control and Motivation		Relationship with colleagues	
	R	p-value	r	p-value	r	p-value
Work-life interference with personal life	0.31	0.000	0.33	0.000	0.32	0.005
Personal life interference with work	0.26	0.000	0.18	0.000	0.15	0.000
Work personal life enhancement	0.21	0.000	0.28	0.000	0.32	0.000

Table (5): Correlation between total staff nurses' work-life balance and total person-job fit.

Items	Pearson Correlation coefficient	P-value
Work-life balance	0.28	0.001
Person job fit		

6. Discussion

Through personal work-life balance, the individual life will be improved through the relationship with families and friends, be better mentally and physically, and be able to make priorities than sacrificing and feel relaxed and organized. Employee productivity increases, leading to accomplishing the task efficiently and attaining greater success on the work, and the individual becomes more fitted in the job. Additionally, *Dousin (2017)* reported that the perception of the nurses to work-life balance (WLB) practices positively affects person-job-fit. As high perceptions of work-life balance (WLB) practices can improve nurses' fit with their job. At the same time, a lack of work-life balance (WLB) practices will likely reduce their job compatibility. Previous studies have demonstrated that PJF is dynamic and subjected to change over time. This study investigated the relationship between work-life balance and person-job fit among staff nurses.

The result of the present study shows the personal characteristics of the study subjects; the majority were females, their mean age was 35.18 ± 7.44 , near half had a baccalaureate degree in nursing. This age is the average age of the nurse workforce in Egypt. Also, most of the nursing workforce is still dominated by females, as male nurses were recently enrolled in the nursing faculties. This result was similar to the study by *Mahmood et al. (2019)*, which found that most nurses were females. Also, in line with the study by *Alreshidi et al. (2021)*, most nurses had a baccalaureate degree in nursing. Also, the present study finding clarifies that more than half of the nurses were married and had years of experience more than 15 years. This finding is similar to findings reported by *Karunakaran et al. (2020)*.

As regards dimensions of work-life balance, the result of the current study illustrates that less than one-fifth of staff nurses had a high perception level regarding work personal life enhancement dimension of work-life balance. At the same time, more than half of staff nurses had moderate perceptions regarding personal life interference with work. Moreover, over half of them had a moderate perception of personal life interference with work. This perception of nurse to work-life interfering with personal life might be referred to the nature of the nursing profession, which is considered a high-stress and difficult occupation due to several different things, including long working hours, staffing issues, physical labor, and patient care stress, which definitely affects the personal life, particularly with their low perception of work personal life enhancement.

The above finding disagreed with *Pasay-an et al. (2014)*, who found that work and personal life enhancement had the highest mean. The result was also contradicted by the result of *Eldemerdash (2019)*, who indicated that the work/personal life improvement dimension of head nurses' work-life balance received the highest mean percent, followed by the personal life interference with work, while the work-life interference with personal life dimension had the lowest mean percent.

According to the current study's findings on staff nurses' perceptions of work-life balance, more than half had a

moderate level of total work-life balance perception. This finding might be due to nurses may have a tremendous burden, not having enough time to complete tasks well, and having little energy left over after work, which may be caused by their work-related responsibilities, time spent at work, and tension caused by many positions and work obligations. The above finding responds to the first research question (what is staff nurses' perception level of work-life balance?).

The result supports the study by *Abu-Shaheen et al. (2018)*; *Dousin et al. (2021)*, who found that about one-fifth of the study, participants had a low perception of total work-life balance. This finding may be due to the complexity of the nursing profession, staff shortage, and staff substitution. Therefore, it would have been difficult for the nurses to maintain a healthy work-life balance. The current study finding contradicts the result of *Devi and Hajamohideen (2018)*, who discovered that most nurses could not maintain a balance between their family obligations and work.

Concerning person job fit dimensions, the present study shows that more than one-fifth of staff nurses had a high level of relationship with colleagues, and more than half of staff nurses had a moderate level of control and motivation. At the same time, less than half of them had a low creativity dimension of person-job fit. From the researchers' point of view, staff nurses have a good relationship with their colleagues; they support each other, making them more motivated to work. Moderate and low creativity may reflect poor continuous education or a low resourceful environment. This finding was incongruent with *Pieterse et al. (2010)*, who noticed that the creativity dimension had the highest mean.

In terms of total person-job fit, the present study demonstrates that one-fifth of studied nurses had high person-job fit levels. At the same time, around two-thirds of them had a moderate level of person-job fit, and only eighteen percent had a low person-job fit. This finding may be the result of a fit between the job's requirements and the applicant's qualifications, or it may be the result of a match between the applicant's needs and the job's resources. This finding suggests that the nurse is qualified for the position since their knowledge, abilities, and skills meet the standards and basic requirements of the industry. This result answers the second research question (what are levels of staff nurses' person-organization fit?).

The present study's result disagreed with *Akanni and Oduaran (2022)*, who reported high person-organization fit among female nurses. Similarly, *Kakar et al. (2021)* mentioned a moderate personal organization fit among the studied sample. Also, *Sikande and Batool (2021)* reported a moderate level of person-job fit among the studied participants.

Regarding the relation between work-life balance dimensions and all-person job fit dimensions among staff nurses. The result of the present study shows statistically significant positive correlations between work-life balance dimensions and all person job fit dimensions among staff nurses. From the researcher's point of view, this result might be because the organization permits nurses to have a suitable

work-life balance. This finding, in turn, makes nurses more suited to their jobs, operate more efficiently, and adapt to change more smoothly. This finding is supported by *Kakar (2018)*, who demonstrated a positive correlation between nurses' perceptions of the dimensions of work-life balance and the characteristics of their overall person-job fit and discovered that providing work-life balance improves employees' fit with the organization and job.

Finally, regarding the relation between total work-life balance and total person job fit among staff nurses, the present study results identify a statistically significant positive correlation between total work-life balance and total person job fit among staff nurses. This finding suggests that nurses who work in environments that encourage using their knowledge, skills, and abilities tend to experience a reasonable balance between their work and personal responsibilities. The result of the study answered the third research question (Is there a relation between staff nurses' work-life balance and person-organization fit?).

Overall, this study agreed with the study by *Akanni and Oduaran (2022)*, who found that person-Job fit predicted work-life balance. This finding is also congruent with the study by *Kakar et al. (2022)*, who concluded that WLB practice significantly predicts PJF.

7. Conclusion

Based on the findings, the result of the present study indicated that less than one-quarter of staff nurses had a high total perception level regarding work-life balance. While more than half had moderate levels, only seventeen percent had a low perception of total work-life balance. Moreover, one-fifth of studied nurses had a high person job fit level. At the same time, around two-thirds of them had a moderate level of person-job fit, and only eighteen percent had a low person-job fit. Also, the study indicates a statistically positive correlation between all work-life balance and all-person job fit dimensions and the total among staff nurses.

8. Recommendations

- Healthcare organizations should develop strategies to provide work-life balance, better work conditions, and person-job fit practices so that employees are optimally satisfied on the job and experience person-job fit.
- Organizations must utilize WLB techniques as strategic human resource management (HRM) practices to increase employees' "Goodness of Fit" between work and home and decrease work-life conflict.
- Enhance nurses' working conditions and create a welcoming and encouraging workplace.
- Work-life balance techniques should be available to nurses to balance their work and home obligations.
- Further research is suggested:
 - Exploration of the effects of work-life balance on productivity.
 - The relation between person-organization fit, job engagement, and turnover.
 - The relation between supervisor support, person-job fit, and person-organization fit.

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