

# A Study On Work Life Balance Practices and its impact on Women employees in Hospitals: A Special Reference to hospitals in South Bangalore.

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**ABSTRACT:** *Work life balance is a term used to describe the balance between an individual's personal life and professional life. Increased work demands interfere with family life, and on the other hand family demands interfere with the work-life of employee's. Therefore the balance between paid work and unpaid responsibilities is critical for success in today's competitive business world. Despite the fact that work-life conflict has significant business cost associated with lack of engagement, absenteeism, turnover rates, and low productivity. Looking at the effect the organizations are showing interest in work life balance practices to create employee friendly work environment. The present study is made to study the work life balance practices of women employees in hospitals.*

**Key Words:** *Work –life conflict, Work Life Balance Practices, Impact on women employees, Family support.*

## Introduction

Work-life balance practices are deliberate organizational changes in programs or Organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much 'in process.' Competing and multi-faced demands between work and home responsibilities have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes, such as: a greater numbers of women in the workforce (dual-career couples), transformation in family structures (a rise in the number of single parents), a growing reluctance to accept the longer hours culture, the rise of the 24 per 7 society, and technological advancements. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to design various kinds of practices, intended to facilitate employees' efforts to fulfill both their employment related and their personal commitments. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. (McPherson and Reed 2007, 13).

## What is work life balance?

In the words of Jim Bird, CEO of [worklifebalance.com](http://worklifebalance.com), work-life balance does not mean equal balance between professional and personal life. It is careful synchronization of an individual's varied pursuits that may include family, work, leisure, social obligations, health, career and spirituality. While some of the pursuits need greater attention, others may require lesser focus. Striking a fine balance by prioritizing these human quests will result in work-life balance. It is individual specific and keeps changing over time.

## Work-life balance and women

Traditionally, women have been looked upon as nurturers and care givers and assigned all roles related to maintaining and managing a family. Men perceive themselves as breadwinners and society also expects them to perform work roles to earn and support the family. However, the nature of work-force has been changing and the percentage of men as wage earners and women as housewives has been rapidly declining. In urban India, the percentage of dual-earner couples is gradually increasing and for most women and men today, their work environment and the family have become the two important institutions in life. Changes in the workforce are accompanied by changes in values, creating a new emphasis on the balance between work-life and family life (Hall 1986). Work-life balance assumes great significance for women as they are

virtually in two full time jobs - one at home and the other at office. Working mothers often have to challenge perceptions and stereotypes that evolve as a working woman becomes a working mother... When a woman seeks a position of power within an organization, she must consider the toll on other facets of her life, including hobbies, personal relationships and family. Most executive jobs require a substantial amount of time and effort, which a working mother may not be able to devote due to family obligations. So also, it may be nearly impossible for a working mother in a top management position to be the primary care giver of her child. Women often find it more difficult to maintain balance on account of the competing pressures of work and demands at home. Working women have to carefully handle their personal balance and skilfully blend their roles, so as to optimise their potential in all quadrants of life.

### Review of Literature

Most previous research on the ability to balance work and family indicates that because women typically maintain major responsibility for the home and the family, they have greater difficulty in balancing work and family than men (Duxbury and Higgins 1991). Spill over theory asserts that there is similarity between what occurs in a family environment (Staines 1980), such that happiness at work leads to happiness at home. In addition a person's work experiences are assumed to influence what he/she does away from work (Champoux 1978). It is also assumed that attitudes at work become ingrained and is carried over into home life (Kando and Summers 1971) or that work attitudes affect a basic orientation towards the self, others and children (Mortimer et al 1986). Spill over is generally discussed in terms of positive relationships, but it is also possible to have negative spill over (Piotrkowski 1978).

The spillover in which the work is boring or monotonous can result in an energy deficit making the person lazy which in turn leads to his/her not doing certain things at home. Compensation theory states that events at home provide "shock absorbers" for disappointments at work and vice versa (Crosby 1984). This theory postulates that there is an inverse relationship between work and family, such that work and non-work experiences tend to be antithetical (Staines 1980). Segmentation theory postulates that work and family environments are distinct and that an individual can function successfully in one without any influence on the other (Evans and Bartolome 1984, Payton-Miyazaki and Brayfield 1974, Piotrkowski 1978). The family is seen as the realm of affectivity, intimacy and significant ascribed relations, whereas, the work world is viewed as impersonal, competitive and instrumental rather than expressive (Piotrkowski 1978). Instrumental theory suggests that one environment is a means by which things are obtained in the other environment. For example, work outcomes lead to good family life and are a means to get some pleasures of life (Evans and Batolome 1984, Payton-Miyazaki and Brayfield 1976). Conflict theory states that satisfaction or success in one environment entails sacrifices in the other; the two environments are incompatible because they have distinct norms and requirements (Evans and Bartolome 1984; Greenhaus and Beutelo 1985; Payton-Miyazaki and Brayfield 1976).

A study titled "Balancing work and family after childbirth: A Longitudinal Analysis" by Grice, M.M.; McGovern, P.M.; Alexander, B.H.; Ukestad, L.; Hellerstedt, W. revealed that by 11 weeks after childbirth, 53% of the women returned to work; by six months, almost all the women were back at work. Women experienced job spill over into the home more frequently than home spill over into work.... There was "a positive relationship" between health and total hours worked, with each additional hour of work being associated with a slight impact on both mental and physical health." A positive association was found between women's mental health scores and both social support from co-workers and positive feedback from family members, about the way a woman balanced both work and family. There was an inverse relationship between work flexibility and job spill over, with more flexible work arrangements, not increasing the amount of time a woman is able to spend with her child.

### Research Gap

From the literature review, it is evident that different studies have explored that dual career couples are increasing nowadays, as more women are entering into the workforce in India, therefore, they are believed to perform multiple roles throughout their lives. As a result, it has become difficult for them to manage both the work and personal life effectively. There are various studies made on work life balance of women employees in banking sector, public sector organizations etc.. Thus the present paper attempt to study the work life balance of women employee's in hospitals.

### Objectives

1. To study the work-life balance practices among working women in hospitals
2. To measure the level of satisfaction as perceived by the women employees in hospitals
3. To study the impact of work-life balance on women employees

## Research Methodology

The study is descriptive in nature both primary and secondary data has been used in it.

### Schedule Development

An interview schedule was used as a tool to data collection. Since many employees are unwilling to give truthful answers to the questions that invade their personal and professional life. Few employees were interviewed and their view about work life balance was enquired. On the basis of response and various review of literature. A questionnaire was framed containing questions related to their profile, job requirement, work life balance, organizational support, and family support.

### Sampling Design & Sample Size

The primary data is collected by asking the women employees working in hospitals to fill in an anonymous questionnaire comprising of 11 questions. The questionnaire was distributed online and Personal approach because these kinds of questionnaires can potentially reach a large sample of respondents, which is likely to increase the reliability of research

The secondary data consist of the books and various research journals and websites.

### 6.3 Data collection

The survey was conducted from September to October 2018. 110 questionnaires were issued, in total, 106 responses were collected. Out of these responses, 98 questionnaires were used for further analysis after excluding eight questionnaires with missing data. No confidential information was asked; instead the questionnaire relied on subjective perceptions. It was furthermore assured that the data was treated highly confidentially and could not be traced back to the identity of the respondent.

### 6.4 Data Analysis

A structured questionnaire was used for present study. Data is analyzed through percentage analysis, mean, standard deviation, co-efficient of variance.

Particulars	Variables	Percentage
<b>Age</b>	21-25	(40)41%
	26-30	(20)21%
	31-35	(14)15%
	36-40	(12)12%
	41-45	(8)9%
	46-50	(2)2%
<b>Experience</b>	1- 5	(52)53%
	6-10	(16)13%
	11-15	(10)11%
	16-20	(14)15%
	21-25	(3)4%
	26-30	(3)4%
<b>Qualification</b>	PUC	2(2%)
	Diploma	34(35%)
	Graduation	50(51%)
	Post-Graduation and above	12(12%)
<b>Marital Status</b>	Married	56(57%)
	Unmarried	40(43%)
<b>Woking in shifts</b>	Yes	(58)59%
	No	(40)41%

## Results and Discussion

### ❖ Need for a job

The women are working because of various needs. A few major needs are quoted to know the opinion of the women which is indicated in the below table

Inevitable	Family requirement	Service Moto	Social status	Mean	Stand devi	CV
(10)10%	(50)51%	(20)21%	(18)18%	24.75	18.03	0.7283
Source: Primary data, figures in bracket indicates respondents						

The above table indicates that 10% are working because it is inevitable, 51% are working because of family requirement, 21% are working because of service Moto, and 18% are working because of social status showing a mean score of 24.75, standard deviation of 18.03 and co-efficient of variation of 0.7283

❖ **Opinion on the assigned work**

Sometimes jobs are related to the qualification which makes interesting, sometimes the job will not be related to the knowledge we possess makes it boring. The below table shows the opinion of the women employees on their opinion on the assigned job.

Table 2: Opinion on the assigned job						
Interesting	Challenging	Boredom	Stressed	Mean	Stand devi	CV
(48)49%	(46)47%	(0)0%	(4)8%	24.5	26.04	1.063
Source: Primary data, figures in bracket indicates respondents						

The above table indicates that 49% of the women felt that the assigned job is interesting, 47% felt it as challenging, 8% felt that the job is stressed and 0% felt it boredom. This table shows the mean score 24.5, standard deviation 26.04, Co-efficient of variation 1.063.

❖ **Frequency of change in shifts:** Working in shifts has a greater impact on the women to balance the family and work. Presence of elders may help working women to take care of her family and provides comfort ability at work place. The working in shifts and frequency of shifts is indicated in the Table 3:

Table 3 showing : Frequency of change in shifts						
Weekly	Twice a month	Monthly	General	Mean	Stand devi	CV
(42)43%	(8)8%	(30)31%	(18)18%	24.5	14.73	0.6013
Source: Primary data, figures in bracket indicates respondents.						

The table 3: reveals that majority 42% of women employees are working weekly in shifts, 8% twice a month, 31% on a monthly shift, 18% on a general shift in hospital showing a mean score of 24.5 and standard deviation of 14.73 and co-efficient of variation of 0.6013

❖ **Working on holidays, overtime impacts personal life :**

Working more than the working hours affects the other commitments, disturbs the planned work of women and also affects the family life, sometimes upsets the health. The table indicates impact on personal life due to working in holidays and overtime

Table 4 showing : Working on holidays, overtime impacts personal life							
Frequently	Sometimes	Occasionally	Rarely	Never	Mean	Stand devi	CV
(6)6%	(48)49%	(12)13%	(24)24%	(8)8%	19.6	17.34	0.8849
Source: Primary data, figures in bracket indicates respondents.							

The above table reveals that 49% of the women felt that working on holidays affects the personal life sometimes, around 36% felt that it rarely affects their personal life, 8% of the women felt that it never affects their personal life. The mean score of the table is 19.6 and the standard deviation is 17.34. Co-efficient of variance is 0.8849. While interviewing it is found that the staff nurse will be having frequent need to work on holidays and overtime as their need will be more in hospitals.

❖ **Ability to balance the work life**

It is very much necessary for working women to balance both the work and family. The below table indicates the opinion of the women on her ability to balance the work.

Table 5: Ability to balance work life						
Always	Frequently	Sometimes	Not at all	Mean	Stand devi	CV
(50)51%	(20)20%	(22)23%	(6)6%	24.5	18.43	0.7522
Source: Primary data, figures in bracket indicates respondents						

From the above table it is very clear that 51% of the women are always able to balance the work life, 43% of the women are sometimes able to manage the wok and life and 6% of the women are facing difficult to balance the work and life. The mean score is 24.5, Standard deviation is 18.43 and the Co-efficient of Variance is 0.7522.

❖ **Support from employer to work life balance**

There is always requires a support of employer for the women employees as there is a need for them to manage both family and work. The more the support women gets the more efficiently she will work. The table indicates the extent of support from employer.

Table 6: Support from employer to work life balance						
Always	Sometimes	Rarely	Never	Mean	Stand devi	CV
(0)0%	(66)67%	(20)20%	(12)13%	24.5	28.86	1.178
Source: Primary data, figures in bracket indicates respondents						

Analysis of the above mean score and standard deviation reveals that 67% of the women felt that sometimes they are getting support from the employer but 33% felt that rarely or never get the support from the employees to balance their work and personal life. The mean score is 24.5, standard deviation score is 28.86, and co-efficient of variation is 1.178. The women working in admin and management felt that they are not getting support from the employer to balance the work this is what found while interviewing.

❖ **Practices of the organization to manage WLB**

The employees are enquired through their response to know the organizational practices to manage the work life balance. Different organization’s follow different practices .The table indicates few of the practices and opinion of the women employees regarding the practices which the hospital follows.

Table 7: Practices of the organization to manage WLB						
Flexible work time	Leaves to manage work life	Job sharing	required permission in case of emergency	Mean	Stand devi	CV
(20)20%	(26)27%	(12)12%	(40)41%	24.5	11.82	0.4824
Source: Primary data, figures in bracket indicates respondents						

The above table indicates that as per the response 20% felt that there is a flexibility in work time, 27% felt that hospital provides leaves for them to manage, 12% felt that there is a job sharing, 41% felt that provides permission in case of emergency. This shows a mean score of 24.5, standard deviation of 11.82, Co-efficient of variation of 0.4824.

❖ **Missing personal time with family and friends**

As there is a need for the women to work many times it’s become necessary to miss out the family and friends even miss to attend various functions of the family.The below table indicates the opinion of women on frequency of missing their family time.

Table 8: Missing personal time with family and friends						
Always	Frequently	Sometimes	Never	Mean	Stand devi	CV
(38)39%	(20)21%	(32)32%	(8)8%	24.5	13.3	0.543
Source: Primary data, figures in bracket indicates respondents						

The above table indicates that out of the total respondents 39% of the women’s always miss their family and friends, where as 52% of them miss frequently and sometimes. Only 8% of the women felt that they are not missing their personal time with the family and friends may be these 8% are working in general shift. This is showing a mean score of 24.5, Standard deviation of 13.3, co-efficient of variation of 0.543.

❖ **Support from family to balance the work**

In order to work efficiently in the work place it is very essential to have the support from the family so that it will be easy for a woman to balance both the work and family.The below table shows the opinion of a women on support of her family to balance the work and life

Table 9: Support from family to balance the work							
Frequently	Sometimes	Occasionally	Rarely	Never	Mean	Stand devi	CV
(30)31%	(56)57%	(6)6%	(6)6%	(0)0%	24.5	23.85	0.9736
Source: Primary data, figures in bracket indicates respondents							

The above table indicates that 31% of the women are getting frequent support from their family, 57% of the women are getting support from there family sometimes, 6% are supported from their family occasionally, 6% very rarely supported by their family. It shows a mean score of 24.5, Standard Deviation of 23.85, CV of 0.9736

❖ **Salary is the main factor to balance the work**

As the need of the day both men and women are required to work to maintain their living standards. So the below table indicates the opinion of the women employees regarding the salary

**Table 10: Salary is the main factor to balance the work**

Strongly Agree	Agree	Strongly disagree	Disagree	Mean	Stand devi	CV
(48)49%	(32)33%	(8)8%	(10)10%	24.5	19.07	0.7784

Source: Primary data, figures in bracket indicates respondents

The above table indicates that 49% of the women employees strongly agrees that the salary is the main factor for them to work. 33% agree as salary is the main criteria. Only 18% disagree that they are not balancing work only for salary. The table shows the mean score of 24.5, standard deviation of 19.07, and Co-efficient variation of 0.7784.

### Conclusion

The analyses of work life balance presented in this study are an attempt to understand work-life balance practices and its impact on women employees in hospitals. This study reveals that majority of the women working are in the age group of 20-30 and more than 51% of them are married. The women is working because of family requirement. As it is an hospital major women employees are working in shifts and even sometimes requires them to work for long hours than assigned for the day. The working system in the hospital is having greater impact on her work-life balance where she is having a little bit of support by the organization and her family and she feel that she always use to miss personal time with her family and friends. So, to conclude women can perform better if she can able to receive required support from her family as well as the organization in which she operates. A women need to be encouraged to have a continuous service rather than giving her a break in the work due to lack of support. Because in Indian context women remain primarily responsible for her family and career is rarely given top priority.

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