



## A STUDY ON FACTORS INFLUENCING DOCTOR'S WORK LIFE BALANCE IN MULTISPECIALTY HOSPITALS

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### ABSTRACT

Work-life balance has become an emerging issue in private hospitals as it is affecting the efficiency of doctors. The main focus of the study is work life balance of doctors working in private hospitals. A sample of 50 doctors was taken. The purpose of this study is to evaluate the role of family support, co-worker support, supervisor support, work-family culture and job characteristics, as the predictors of work-to-family (WFF) and family-to-work (FWF) facilitation and the factors that will help doctors in maintaining work-life balance. Data was analysed with the help of factor analysis and multiple regressions.

### Introduction:

#### Work Life Balance

Work life balance is the interaction between the work and the other activities that includes family, community, leisure and personal development. It is about the right or the balanced combination of an individual's participation in the work and other aspects of their life and this combination doesn't remain the same as it can be changed over the time. Work life balance is where the tensions between the work life and personal life is minimised by having proper policies, systems, supportive management and provisions at work place and good relations in personal life. Performance and job satisfaction of the employees are said to be affected by the work life balance. Work life balance of the employees helps in reducing the stress level at work and increases the job satisfaction. Companies have realised the importance of the work life balance with respect to the productivity and the creativity of the employees. Employers offer different programs such as flexible hours, shifts, team outing, day care centres, health care centres, etc. to motivate the employees to work efficiently. Employees feel motivated and become loyal and committed towards the organisation as it puts an extra effort to provide a healthy balance between work and life. Organisations face many challenges in implementing the policies on Work life balance as employees today are not just looking for a job but they also want the organisation to take care of their wellbeing. Therefore organisations are adopting new policies where employees can give time to enjoy, and spend time with their family.

The present research paper aims to study the work life balance of Doctors working in private hospitals in Bangalore.



## LITERATURE REVIEW:

**Rebecca (2004)** quotes in “Work life balance- Men and Women” that women and men have a different perception generally on balance the work and life. She tells that women devote more time on her family and the men spend more time pursuing his personal interests. She also quotes that balance is not only about dividing the time spent on work and personal life, but also establishing harmony that reflects on the individuals priorities

**Kristie Keeton, Dee E. Fenner, Timothy R. B. Johnson (April 2004).**”Predictors of Physician Career Satisfaction, Work–Life Balance, and Burnout”, To explore factors associated with physician career satisfaction, work–life balance, and burnout focusing on differences across age, gender, and specialty. Methods a cross-sectional, mailed, self-administered survey was sent to a national sample of 2,000 randomly selected physicians, stratified by specialty, age, and gender (response rate 48%). Main outcome measures included career satisfaction, burnout, and work–life balance. Results both women and men report being highly satisfied with their careers, moderate levels of satisfaction with work–life balance and having moderate levels of emotional resilience. Measures of burnout strongly predicted career satisfaction.

**Maniam Kaliannan, Kala Perumal (2016),**”developing a work-life balance model towards improving job satisfaction among medical doctors across different generations”. This Research indicates that doctors workload is too heavy and as result it leads to poor WLB and reduce job and life satisfaction.. The purpose of this study is to investigate comprehensively how doctors belonging to different generations perceive their WLB and associate it with their levels of job satisfaction. A total of 158 completed questionnaires were collected using simple random sampling methodology from practicing doctors both in public and private sectors. Results of descriptive and inferential analysis revealed that majority of the doctors are not enjoying a balance work-life integration given their work commitments especially managing employers and patients expectations. The result also indicates that doctors born prior to 1980’s who have been in the field longer perceive better work life balance that led to a higher job satisfaction. Suggestion Management should embrace a vision for the hospitals that supports flexibility as doctors find time to be the most expensive commodity. Greater WLB can be accomplished with right support system ranging from the tools used to work right up to the organizational leadership and culture.

## RESEARCH GAP

Most of WLB research work on physicians, Surgeons, Medical students, nurses and paramedics has been done outside India. WLB studies in India have so far remained confined to specific industrial sectors and to particular group of employees. Considering substantial evidence that work life issue of healthcare professionals have become a growing concern, there is a need to study and understand Indian specific attributes of this concept for the healthcare segment.



Considering the huge shortage of Doctors country wide, every measure must be taken to retain them. However this is not possible unless sufficient studies are carried out to understand their problem related to their work. Keeping in view all the above mentioned factual and potential factors, a detailed study of WLB doctor in Bangalore deserved a strong rationalization.

#### **OBJECTIVE:**

To identify the factors that impact the Doctor's work life balance.

To determine the relationship between work family facilitation and work life balance.

#### **HYPOTHESIS OF THE STUDY:**

H0: – There is no relationship between the Work-Family Facilitation and Work-Life Balance.

H1: - There is a relationship between the Work-Family Facilitation and Work-Life Balance.

#### **RESEARCH METHODOLOGY**

The study adopted the descriptive type of research approach for analysing the work life balance of Doctors in Sakra world Hospital. Convenient sampling technique is used to get the response from the Doctors.

The study sampling unit targeted was MD, MS, DNB, MCH, Doctors.

The sample size was 50. Structured questionnaire was designed to collect the primary data from the Doctors. Secondary data was collected from hospitals website, internet, journals and text books. Statistical techniques such as factor analysis, multiple regression analysis and percentage analysis are used to analyse the data.

#### **DATA ANALYSIS:**

**TABLE 1.1**  
**GENDER WISE DISTRIBUTION OR RESPONDENTS**

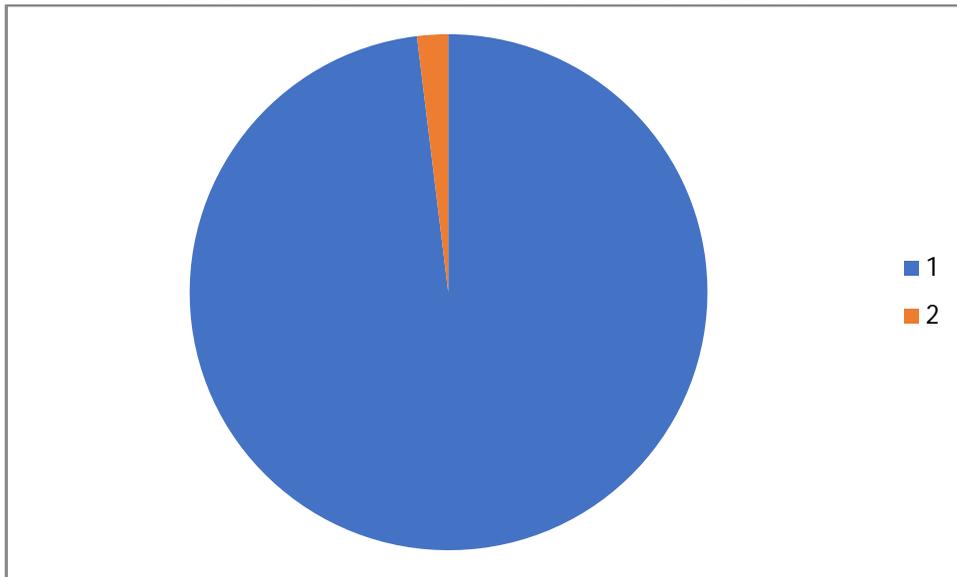
Sl. No.	Gender	No. of Respondents	Percentage
1	Male	38	76%
2	Female	12	24%

Source: Primary Data

#### **ANALYSIS**

The above table indicates the gender wise distribution of the respondents. Among 50 respondents surveyed, 76% per cent of the respondents are male and 24% per cent of the respondents are female.

**FIGURE 1.1**  
**GENDER WISE DISTRIBUTION OR RESPONDENTS**



**INFERENCE**

Gender is an important feature in Indian social situation, which is variably affected by many social or economic phenomenon and globalization is not an exception to it. Hence the variable gender was investigated for this study.

Data related to the age of the respondents are given in Table 1.2 and Figure 1.2.

**TABLE 1.2**  
**AGE WISE DISTRIBUTION OR RESPONDENTS**

Sl. No.	Age	No. of Respondents	Percentage
1	25-30 Years	20	40%
2	31-40 Years	10	20%
3	41-49 Years	12	24%
4	50 Years and above	8	16%

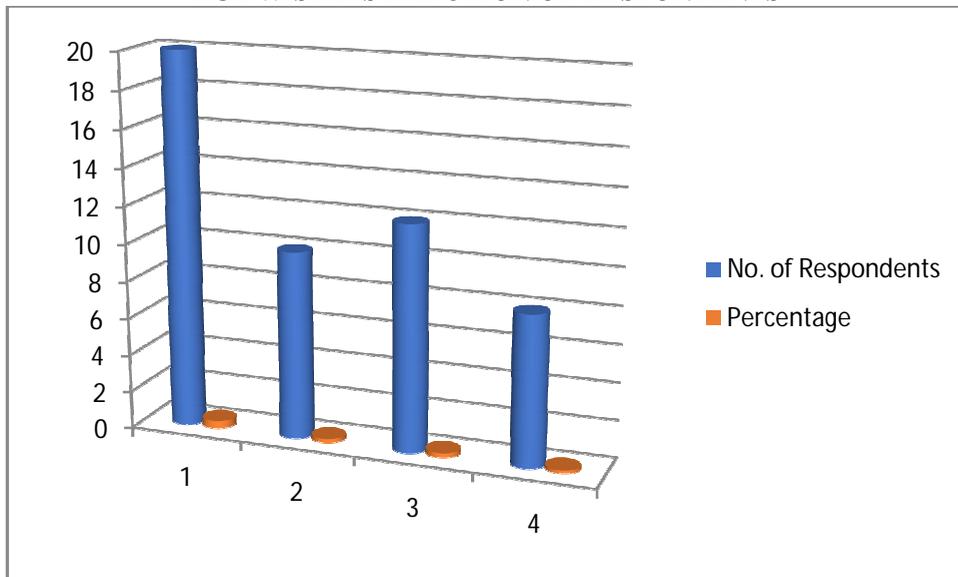
Source: Primary Data



**ANALYSIS**

The above table gives the description regarding the age of the respondents. It has been inferred that 40% per cent of the respondents belong to the age group of 25- 30 years. Followed by 20% per cent of respondents aged between 31-40 years and 24% per cent of respondents aged between 41-49 years. Consequently 16% per cent of the sample population belongs to the age group of 50 years and above.

**FIGURE 1.2**  
**AGE WISE DISTRIBUTION OR RESPONDENTS**



**INFERENCE**

Age of the respondents is one of the most important variables in understanding their views about the particular problem. By and large, age indicates level of maturity of individual doctors. In that sense, age becomes more important to examine the response role in their area of expertise.

**TABLE 1.3**  
**EDUCATIONAL QUALIFICATION WISE DISTRIBUTION OR RESPONDENTS**

Sl. No.	Educational Qualification	No. of Respondents	Percentage
1	MBBS, MD	42	84%
2	MD+	8	16%

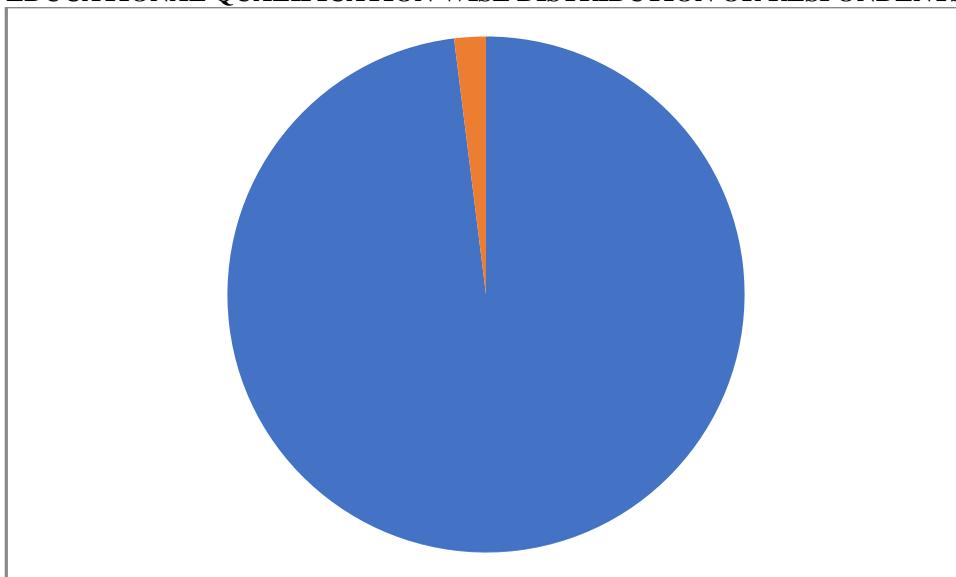
Source: Primary Data

**ANALYSIS**

The above table determines the educational qualification of the respondents doctors surveyed. Out of the 50 respondents surveyed, 84 per cent of the Doctor respondents have completed their MBBS and MD. Further 16 per cent of the respondents are having MD and additional professional qualifications.

**FIGURE 5.3**

**EDUCATIONAL QUALIFICATION WISE DISTRIBUTION OR RESPONDENTS**



**INFERENCE**

Education qualification in one of the most important characteristic that might affect the doctor’s attitudes and the way of looking and understanding any particular phenomena. In a way, the response of an individual doctor is likely to be determined by his educational status and therefore it becomes imperative to know the educational background of the respondent. Hence the variable ‘Qualification’ was investigated by the researcher.

**FACTORS AFFECTING WORK LIFE BALANCE**

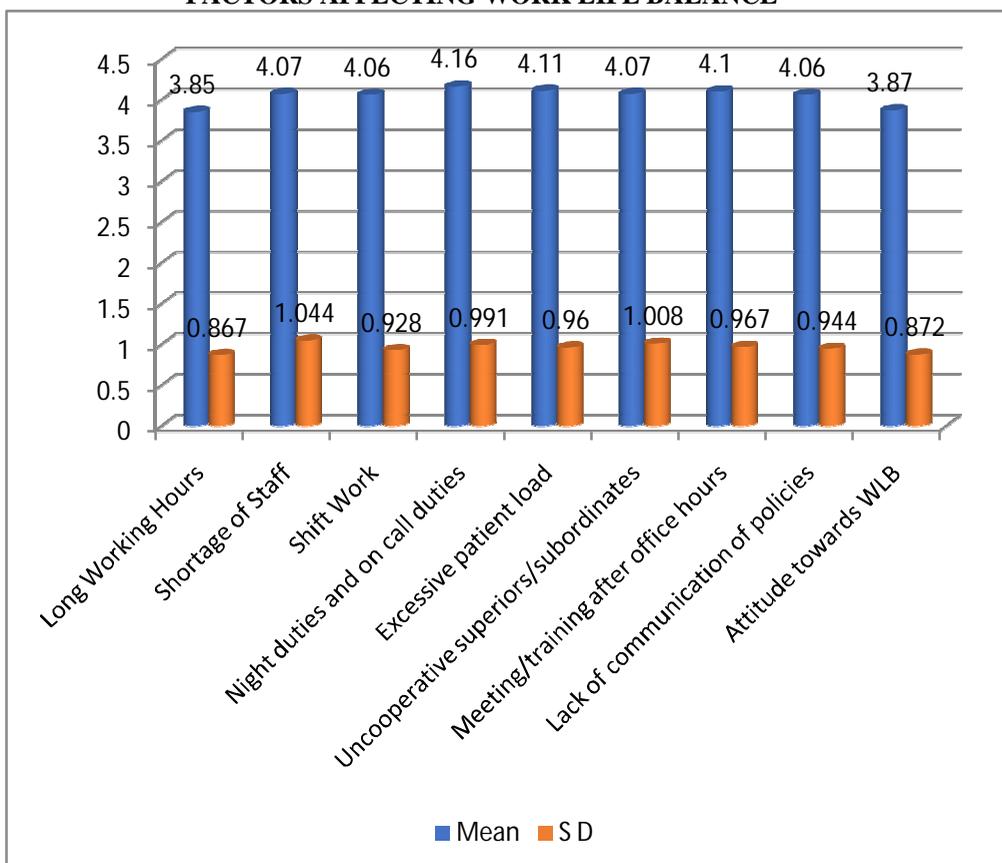
Sl.No.	Statement	Mean	S D
1	Long Working Hours	3.85	0.867
2	Shortage of Staff	4.07	1.044
3	Shift Work	4.06	0.928
4	Night duties and on call duties	4.16	0.991
5	Excessive patient load	4.11	0.960
6	Uncooperative superiors/subordinates	4.07	1.008
7	Meeting/training after office hours	4.10	0.967
8	Lack of communication of policies	4.06	0.944
9	Attitude towards WLB	3.87	0.872



### ANALYSIS

There are nine statements that have been given to sample respondents in connection with work life balance. These include long working hours (Mean of 3.85 and SD of 0.867), shortage of staff which (Mean of 4.07 and SD of 1.044), the Shift work (Mean=4.06, SD=0.928), night duties and on call duties (Mean=4.16, SD=0.991), excessive patient load (Mean=4.11, SD=0.960), uncooperative superiors/subordinates (Mean=4.07, SD=1.008), meeting or training after office hour (Mean=4.10, SD=0.967), the lack of communication of policies (Mean=4.06, SD=0.944) and the attitude towards work life balance (Mean=3.87, SD=0.872).

**FIGURE 1.6**  
**FACTORS AFFECTING WORK LIFE BALANCE**



### INFERENCE

The above data in graph reveals that there is a significant difference in the perception of respondents towards long working hours. Doctors feel that it takes a lot of strength to



work when there is shortage of staff, over and above when they have to work on extra shift. In addition to the regular work, they have to be on night duties and on call duties that is 24/7 working. At crucial times when they have excessive patient load, it will affect their work life balance. The non-cooperation of superiors or subordinates will also have an impact on their performance. In addition to above factors, no proper communication policies and meeting and training after the office hours will have a major impact on the work life balance on the doctors.

**Factor Analysis**

<b>KMO and Bartlett's Test</b>		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.828
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	3191.864
	<b>df</b>	8
	<b>Sig.</b>	0.000

The KMO measures the sampling adequacy. Table is showing that the responses given by the sample respondents are adequate and satisfactory. In factor analysis with the value is .828. Bartlett's test result indicates the strength of relationship among the variables of work and family facilitation on work life balance of doctors.

**Result of Multiple Regression between Work and Family Facilitation on Work Life Balance of Doctors**

<b>Model Summary</b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.702a	0.493	0.491	0.491	0.000
2	.725b	0.525	0.520	0.476	0.000
3	.745c	0.556	0.549	0.462	0.000
4	.757d	0.573	0.564	0.454	0.006
5	.774e	0.599	0.588	0.441	0.000
a. Predictors: (Constant), HIGH SELF-EFFICACY					
b. Predictors: (Constant), HIGH SELF-EFFICACY, CO-WORKER SUPPORT					
c. Predictors: (Constant), HIGH SELF-EFFICACY, CO-WORKER SUPPORT, SUPPORTIVE SUPERVISOR					
d. Predictors: (Constant), HIGH SELF-EFFICACY, CO-WORKER SUPPORT, SUPPORTIVE SUPERVISOR, POSITIVE AFFECTIVITY					
e. Predictors: (Constant), HIGH SELF-EFFICACY, CO-WORKER SUPPORT, SUPPORTIVE SUPERVISOR, POSITIVE AFFECTIVITY, INTRINSIC FACTORS					



The result of multiple regression between work and family facilitation on work life balance of doctors are as following results were observed with correlation coefficient of .702 and .774, squared R value of .493 and 0.599, and a variance of 49.1% and 58.8% respectively.

### **FINDINGS:**

The major finding of this study is that the work is having a negative effect on the life of the doctors and the overtime working, demands of the work, quality time of the doctors is missed with their family because of work.

From the test conducted we came to know that the doctor's job has an impact on their personal life.

Majority of the doctors agree that they get support and help from their immediate supervisor.

From this study we can infer that the factors like overtime, night duties and on call duties after the long working hours impact the work life balance of the doctors.

From the test conducted we came to know that the doctor's job has an impact on their personal life.

Work and family facilitation has shown to be beneficial to an individual's doctors health and wellbeing, this leading to constructive outcomes for the organizations which utilize these doctors. In general, having a rich combination of multiple life roles that is work, marital, parental has beneficial to an individual's well-being, in that it can lead to higher levels of self-esteem and greater overall life satisfaction and self-acceptance.

### **SUGGESTIONS:**

From the analysis of the reports through questionnaire survey it is seen that the organisation have realised the need for work life balance of employees and offers the policy and programs that concentrates on the growth of the employees and that is family friendly.

Since, balancing of work and family roles is one of the key issues in the coming years, the organisation should improvise and innovate the ways to cater the employees having diverse needs and these should be the integral to core business but not the optional.

There should be utmost care taken in taking decisions in adopting and implementing the policies as it impacts both employee and the organisation. There must be proper communication made to the employees regarding the company's policies and must be encouraged.

There must be a proper and a flexible time that has to be adopted so that employees doesn't feel stressed about the overtime working and they can spend a quality time with their family and they can even make time to finish their family duties and commitments.

### **Conclusion:**

It can be said that Work Life Balance is a very important issue in the Human Resource Management field and it has a vital impact on the productivity and growth of both the



organisation and the employee. Work life is all about a measure about controlling on when, where and how they work. Many factors are acting as supporting elements for employees to achieve balance between work and personal life. While certain elements like employees participation in framing the policies and taking key decisions, effective communication of organizations policies can be strengthened to make work and personal life of employees highly balanced.

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