



Research Article

**WORKLIFE BALANCE ISSUES IN HEALTH SECTOR – A CASE STUDY OF VATSALYA HOSPITAL
VIJAYAPUR KARNATAKA**

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ABSTRACT

Work life balance (WLB) is the current distinct issue of health care industry. The employees always want to succeed and progress at work place, at the same time spare some time for family and recreation. Balancing these two extremes is the cause of burn out of employees and hence the employers recognized this as a need of hour and want to introduce the work life balance strategies, plans and formulate policies to improve the employee morale, motivation and productivity. Work life balance does not mean working less to fulfill personal responsibilities at the cost of organizational productivity. In fact it is to work productively and improve the personal life simultaneously. The work life balance practices achieve retention of the employees. This paper enlightens the wide options for employers and employees to link work life balance practices for organizational and personal performance. This study tries to identify the work life balance issues in health sector with Vatsalaya Hospital case study and the initiative the organization has taken up for the maintain the work life balance of their employees

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INTRODUCTION

Work/life balance is about people having measure of control over when, where and how they work. There is a view that work-life balance only in the frame work of what the company does for the individual. However, work/life balance is a two-pronged approach. The other prong of work-life balance, which many individuals overlook, relates to what individuals do for themselves. The core of work-life balance could also be summed as achievement with enjoyment. If an individual goes on working but not really enjoying then happiness and satisfaction can never be achieved. Achievement can be viewed as motive of life while while enjoyment is the fuel that drives that motive. While we strike work/life balance, we are not merely balancing our profession and family, we are also balancing our mental and status quo and there by balancing our emotional intelligence, which is the worldly ability to manage us and to handle others. Organization can help facilitate work-life balance for their employees through work/life programmes and training.

“A balanced lifestyle boosts their sense of responsibility and ownership. These programs also help the employees build better relations with the management. It builds their confidence, thereupon creating a positive impact upon their productivity,” Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life.

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Although definitions and explanations vary. Work/life balance is generally associated with equilibrium or maintaining an overall sense of harmony in life. The study of work/life balance involves the examinations of people’s ability to manage simultaneously the multi-faceted demands of life. Although work/life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components. A study explored and measured three aspects of work/life balance;

- Time balance, which concerns the amount of time given to work and non-work roles.
- Involvement balance, meaning the level of psychological involvement in or commitment to, work and non-work roles.
- Satisfaction balance or the level of satisfaction with work and non-work roles.

This model of work/life balance, with time, involvement and satisfaction components, enables a broader and more inclusive picture to emerge.

Example: Someone who works two days a week and spends the rest of the week with his/her family may be unbalanced in terms of time [I.e. equal measures of work and life], but may be equally committed to the work and non-work roles [balanced involvement] and may also be highly satisfied with the level of involvement in both work and family [balanced satisfaction].

Someone who works 60 hours a week might be perceived as not having work/life balance in terms of time. However, like the person who works only a few hours a week, this individual would also be unbalanced in terms of time, but may be quite content with this greater involvement in paid work [balanced satisfaction].

Alternatively, someone who works 36 hours a week doesn't enjoy his or her job and spends the rest of the time pursuing preferred outside activities may be time-balanced but unbalanced in terms of involvement and satisfaction. Thus, achieving balance needs to be considered from multiple perspectives.

The problem in analyzing work/life balance only begins with the concept of balance. We also need to consider work and life. Work can be initially defined as paid employment. But this soon breaks down when we begin to take into account extra unpaid hours, the time taken to travel to and from work and the more intractable problems of farmers, hoteliers and others who work from home and where the broader home and work is very porous. Part of the interest in the subject arises from the view that the scope for increased work from home, facilitated by new technology, has helped to blur the border between home and work. At the very least, the definition of work in the analysis of work/life balance is problematic.

The same can be said for life or non-work, the term work/life balance is in itself a misnomer and serves simply as a convenient short hand for work and the rest of life. If we look at the sphere outside work, then psychologists need to recognize the complexities that could the analysis.

Much of the research has been concerned with the spillover analysts draw a distinction between free time and leisure time. Others have explored committed time and free time. There are many ways in which we can study and conceptualize life outside work and many studies of work/life balance are conveniently and partly inevitably imprecise in specifying what they mean.

In simple terms, "Work" is normally conceived of in this context as including paid employment while "Life" includes activities outside work. Life outside work also includes free time. This is normally conceived as time when there are no commitments determined by others. It can be distinguished from leisure, which is normally considered to be the pursuit of specific activity.

However, at the core of an effective work/life balance definition are two key everyday concepts that are relevant. They are daily achievement and enjoyment, ideas almost deceptive in their simplicity. Achievement and enjoyment are the front and back of the value in life.

Work/Life Balance policies are often referred to in practice as 'flexible working', and include the following different ways of working:

- ✓ Part-time working.
- ✓ Job sharing.
- ✓ Flexi time.
- ✓ Term-time working.
- ✓ Shift working.
- ✓ Annualized hours.
- ✓ Compressed hours.
- ✓ Teleworking/e-working.

- ✓ Home-working.
- ✓ Career breaks.
- ✓ Study leave.

Is Work/Life Balance a new concept?

Although not necessarily a new concept, Work/Life Balance has evolved over a period of time. Throughout history, work and life were basically integrated. Life activities like community involvement, childcare, and elder care happened right alongside work. With the onset of the industrial revolution in the second half of the 18th century, the separation between work and life became more clearly defined.

The work place has continued to change dramatically since those days, and as a result, balancing work and life has changed as well.

One major change is that many families no longer have an adult who doesn't work outside the home. Without someone in the household attending to life issues full-time, workers now have to find time to take care of tasks childcare or caring for an elder parent in addition to their professional workload.

The wider significance of the Work/Life Balance Debate

The so-called "Balance" that is presumed to exist between the paid work we perform and the lives we lead outside our job has become the focus for an important public policy debate. The flow of research monographs, seminars and conferences over this issue to have grown endless in a remarkably brief period of time. Private companies both large and small are preoccupied with where the equilibrium of that "balance" should lie and how the supposed requirements of firms for better business performance and higher productivity, can be reconciled with the demands and needs of their employees who are facing burden some responsibilities beyond the workplace as parents and citizens.

A Balance of Family, Life and work

In recent years, the term 'Work/Life Balance' has replaced what used to be known as 'Work/Family Balance'. Although the concept of family has broadened to encompass extended families, shared parenting, same-sex relationships and a wide range of social and support networks and communities, the semantic shift from work/Family to work/Life arises from a recognition that care of dependent children is by no means the only important non-work function. Other life activities that need to be balanced with employment may include study, sport and exercise, volunteer work, hobbies or care of the elderly. 'Eldercare' in particular is becoming a growing issue for employers.

The Universal adoption of the term 'work-Life' as distinct from 'Work/Family' has positive consequences such as legitimizing non-standard work arrangements for a diverse range of employees.

Work/Life Conflict

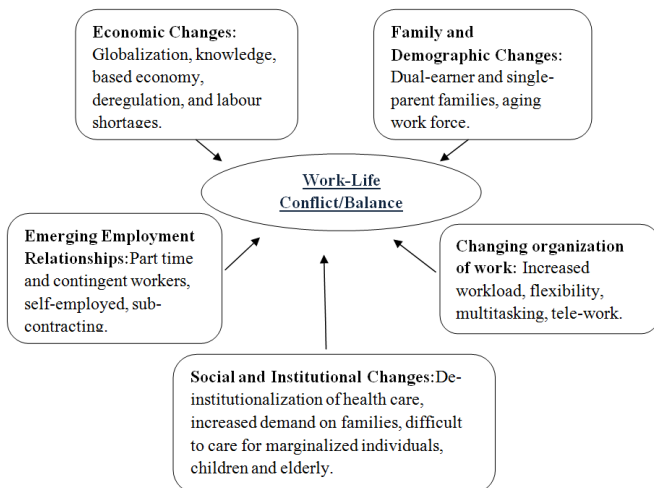
Work/Life Balance is out of kilter when the pressures from one role make it difficult to comply with the demands of the other. This is known as Work/Life Conflict. This means that if individuals do not feel they have a 'Good' mix and integration of work and non-work roles, they may experience negative or conflicting outcomes. This implies a bi-directional relationship where work can interfere with non-work responsibilities [Work/life Conflict] and Vice Versa [Life/Work Conflict].

Employees who experience increased stress due to work/Life conflict and decreased perceptions of control over their work and non-work demands are less productive, less committed to, and satisfied with, their organization and more likely to be absent or leave the organization. Individuals experiencing interference between work and personal lives are also significantly more likely to suffer from reduced psychological well-being and physical health. In one study, people who experienced Life/Work conflict were nearly 30 times more likely to suffer from a mood disorder [Ex: Depression], 10 times more likely to have an anxiety disorder and 11 times more likely to have a substance dependence disorder. On the other hand, employees with lower levels of Work/Life Conflict report higher job satisfaction overall.

Importance of Work/Life Balance

Global economic change, new technology and the shift to the employee based economy are major problems faced by India today, the nature of work, the organization of work, and employment relationships are all changing. There are a large number of social and institutional changes taking place in India affecting families.

Why is Work/Life Balance so Important in Today's World?



The Four Pillars of Balance

1. Be Humble.
2. Be aware.
3. Be simple.
4. Befirst.

The Three O's to Balance

- ✓ Ourselves: physical, emotional, mental, spiritual.
- ✓ Others: Love/Sexual, Families,
- ✓ Friends, Pets, Hobbies/Fun.
- ✓ Obligations: Work/Vocation, Home/Yard, Civic/Community, Financial.

Factors Affecting Work/Life Balance

- ✓ Working hours.
- ✓ Workloads.
- ✓ Multiple roles.
- ✓ Family requirements.
- ✓ Physical discomfort.

Work/Life Balance advantages

- ✓ Employee satisfaction.

- ✓ Attract/retain employees.
- ✓ Decrease labour turnover.
- ✓ Increase employee productivity.
- ✓ Improved reputation.
- ✓ Decrease absenteeism.
- ✓ Improved quality work.
- ✓ Less missed time.
- ✓ More employee loyalty.
- ✓ An overall more enjoyable work place as all employees are achieving and enjoying.
- ✓ More innovative ideas as employees care about their job.

Literature Review

There is an extensive literature on the nature and consequences of leisure and the implications for mental health and well-being of filling free time with leisure activities rather than passive behavior.

In the face of these challenges, we need to find way of operational sing and measuring work/life balance. An initial definition might take the form of "Sufficient time to meet commitments at both home and work".

The importance of managing an employee's work/life balance has increased markedly over the past 20 years [De Bruin and Dupuis, 2004]. There have been changes in several areas that directly impact on this issue. Firstly, jobs have become more complex and employees have been put under pressure to produce quality results in shorter timeframes and with fewer resources [Hosier, Forster and servatos, 2004] that has resulted in a redefinition of normal working hours.

Secondly, the demographic make-up of the labour force [I.e. gender, ethnicity, dual career couples, religion, multi-generational workplaces etc], and

Thirdly, the very nature of the employment has necessitated that organizations effectively manage their employee's wellbeing, stress and job satisfaction [Greenhaus and Powell 2006].

Organizational interest in the management of work/life balance derives from evidence that "there is little doubt any more that there is a clear connection between the way people are managed and organizational performance" [Purcell, 2002:1], and that with the outset of predicted skill-shortages, the ability to offer effective work/life balance employment opportunities may become a source of competitive advantage.

Ideally, the Work/Life Balance concept requires organizations to effectively integrate employees work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimized or avoided [De bruin and Dupuis, 2004; Greenblatt, 2002].

In attempts to achieve a work/life balance, however, western organization have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommunicating opportunities, and even on-site sleeping quarters for the employee and their family [hacker and doolen, 2003; Hyman and summers, 2004]. Each has attempted to increase the flexibility by which employees can enact their work-roles whilst simultaneously them to enact their family based roles to the minimum extent necessary.

Guest [1987, 1997 and 2002] suggest for the work/Life Balance literature to incorporate an holistic approach to Human Resource management and better inform organizational Human Resource development, its design and implementation should adopt the following four criteria;

Work/Life Balance literature maintains a focus on the integration of HR policies with the organizations vision, goals and strategy, central to this point is the consistency between the organizations exposed culture and the context of its work/life balance approach;

The implementation of work/Life Balance policies create a set if internally consistent employment policies intended to produce employee commitment, flexibility and quality-mutual flexibility and commitment being a cornerstone of the concept of a Work/Life Balance programme;

There is recognition of the importance of human resources and of the need to engage in practices which reflect this understanding. Therefore, managers internalizing [and demonstrating by their behavior] the importance of human resources is fundamental to the link between Work/Life Balance goals and their achievement; and

That there is a response by employees to the Work/Life Balance policies [I.e. an 'up-take' of Work/Life Balance opportunities by employees] and to the behavior of the line managers [I,e a recognition by employees that their superiors are committed to the achievement of a meaningful Work/Life Balance.

Therefore, the degree to which employers can support the achievement [and benefits associated with] effective Work/Life Balance/HR policy depends on two main considerations: the manner in which the Work/Life Balance is defined and formalized within HR policy, and or how managers respond to employee requests for Work/Life Balance relief. Interms of its formalization need to be aware of the extent Work/Life Balance is operationalised- that is, whether it is to be regarded as a 'right', a 'right to request', or as a matter of managerial discretion. In terms of managerial responses, organizations need to decide whether to apply an authorization approach [I,e 'hard HR'], a paternal approach employee requests for Work/Life Balance relief. It is this intersection between corporate culture, as enacted, in rituals and practice modeled by organizational leaders that set the tone for employees responses to Work/Life Balance initiatives. Where leaders work very long hours, tend to take little annual leave and then in small amounts, demands travel at short notice [Sinclair, 2005] and require employee availability at the leaders when and wears these sacrifices as 'badges on honour', it follows that employees are, at best, cautious in utilizing Work/Life Balance.

The term Work/Life Balance is commonly used a more comprehensive expression to describe policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family. Work/Life Balance refers to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities.

The term Work/Life Balance preferred due to the fact that it encompasses the experiences and needs of parents and non-parents alike, and is a more progressive theoretical framework

in which to think about new ways of living and working that are satisfactory to all. In practice, it involves 'adjusting work patterns so that everyone, regardless of age, race or gender can find rhythm that enables them more easily to combine work and their other responsibility and aspirations [pillinger 2001:1]. Personal fulfillment is important inside work and that satisfaction outside work may enhance employee's contribution to work.

Clark (2000) defines balance as "Satisfaction and good functioning at work and at home with a minimum of role conflict". In practice therefore, definitions have focused on time and role enactment.

European legislation defines 48 working hours a week as an appropriate maximum and reviews of the literature on working hours and health provide some indication that when people work much beyond these hours, their health and performance begins to deteriorate. The objective definition implied by this is that those who regularly work more than 48 hours a week will have an imbalance between work and rest of life.

Various time studies explored the amount of "Uncommitted" time after work and family obligations have been dealt with.

RESEARCH METHODOLOGY

Research Design

This study carried out in Bijapur branch and it is descriptive in nature. Descriptive research is concerned with describing the characteristics of a particular individual or a group. Descriptive studies aims at portraying the characteristics of a particular group or situation.

Collection of data: In this study both primary and secondary data are used.

Sample size: The sample size of 50 is considered.

Sampling method: The survey is done by using Random sampling method.

Data collection method: There are mainly two types of sources for data collection. They are;

- ✓ Primary Data
- ✓ Secondary Data

Primary Data: The primary data was collected by interviewing the employees/doctors, of the hospital. And by preparing structured questionnaire collected various information about the chosen topic. For the study survey a sample size of 50 respondents was randomly selected and collected the date was tabulated and classified. It was analyzed by the help of sample statistical formula and the use of average. The data was collected through interactions with the employees and administering a structured questionnaire.

Secondary Data: Any data which have been gathered for some other purpose are secondary data in hands of the market researcher. The secondary data was obtained from; Company reports, documents, websites for the developing theoretical background for the study.

Objectives

The objectives of the study are

- ✓ To study the Impact of Work/Life balance initiatives on productivity of doctors.
- ✓ To analyse the factors which affect work/life balance adversely and their level of influence on individuals.

- ✓ What are the perceptions of the organization employees towards work/life initiatives being offered by the hospital.
- ✓ How do organization manage the employees benefits and service programmes.
- ✓ To analyse the outcomes of work/life imbalance.

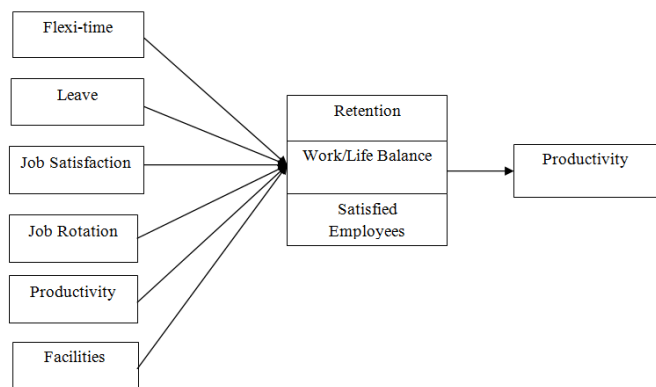
Limitations of the study

Limitation of the study mainly depends upon;

- ✓ Area – The study was limited in Bijapur branch.
- ✓ Selection – Selection of the samples was done as all the respondents did not give relevant information.
- ✓ Time – Time was one of the major limitations.
- ✓ All respondents are not giving proper response.
- ✓ The findings of the study are solely based on the information provided by the respondents.

Conceptual Framework

Impact of work/life Balance Initiatives on Productivity



Data Analysis and Interpretation

Table I no of Years in Service

Years	No of respondents
0-1 years	32
1-2 years	12
2-4 years	04
More than 4 years	02
Total	50

Table II Level of Satisfaction with the Working Hours of the Organization

Satisfaction level	No of respondents
Satisfied	44
Highly satisfied	02
Dissatisfies	02
Highly dissatisfied	02
Total	50

Table III No of Hours Put In By Employees

Working hours	No of Respondents
7-8 hours	24
8-9 hours	18
9-10 hours	04
10-12 hours	02
More than 12 hours	02
Total	50

Table IV Pressure of Work In The Organization

	No of Respondents
Agree	24
Strongly agree	04
Disagree	20
Strongly disagree	02
Total	50

Table V Attitude towards Flexible Hours Provided

	No of Respondents
Satisfied	38
Highly satisfied	04
Average	06
Dissatisfied	00
Highly dissatisfied	02
Total	50

Table VI Amount of Time You Spend At Work

	No of Respondents
Satisfactory	28
Highly satisfactory	12
Average	06
Dissatisfactory	02
Highly dissatisfactory	02
Total	50

Table VII no of Days Working In A Week

	No of Respondents
Less than 5 days	04
5 days	02
6 days	20
7 days	24
Total	50

Table VIII Attitude Towards Leave Policy Of The Organization

	No of Respondents
Satisfied	28
Highly satisfied	00
Average	18
Dissatisfied	04
Highly dissatisfied	00
Total	50

Table IX Spend Quality Time With Your Family After Working Hours

	No of Respondents
Agree	22
Strongly agree	18
Disagree	08
Strongly disagree	02
Total	50

Table X Organization Allows You To Balance Your Work/Life With Your Personnel Life

	No of Respondents
Agree	26
Strongly agree	08
Disagree	12
Strongly disagree	04
Total	50

Table XI Organization Take Initiatives To Help You To Manage Work/Life And Personnel Life

	No of Respondents
Yes	40
No	10
Total	50

Table XII Initiatives Taken Up By Organization Has Taken For Managing Work/Life

	No of Respondents
Provided flexible work timings	26
Provide leaves to manage work/life	16
Job share option is provided by the organization	08
Any other	00
Total	50

Table XIII Employees Having Work/Life Balance Will Be More Effective, Productive and Successful

	No of Respondents
Agree	34
Strongly agree	06
Disagree	08
Strongly disagree	02
Total	50

Table XIV factors hindering balancing work and family commitments?

	No of Respondents
Long working hours	06
Shift work	38
Compulsory overtime	06
Other	00
Total	50

Table XV work/life balance policy in the organization should be customizes to individual needs.

	No of Respondents
Agree	36
Strongly agree	06
Indifferent	04
Disagree	02
Strongly disagree	02
Total	50

Table XVI Employees Working In Shifts

	No of Respondents
General/day shift	30
Night shift	02
Alternative	18
Total	50

Table XVII Work/Life Balance Initiatives Helps To Increase Productivity of the Organization

	No of Respondents
Agree	36
Disagree	04
Strongly agree	08
Strongly disagree	02
Total	50

Table XVIII Organization Organize Holiday Camps And Picnics To Manage Work/Life And Personal Life

	No of Respondents
Agree	36
Strongly agree	08
Disagree	06
Strongly disagree	00
Total	50

Table XIX organization encourage the involvement of your family members in work achievement reward functions?

	No of Respondents
Agree	18
Strongly agree	06
Disagree	22
Strongly disagree	04
Total	50

Table XX Efficient Work/Life Management Policy Organization Enables To Retain Its Employees

	No of Respondents
Yes	26
No	24
Total	50

FINDINGS AND DISCUSSION

The study showed the following

- 64% respondents working since 1 year, and 24% are working since from 2 years and 8% say they are working from 2-4 years and 4% they said they are working since from more than 4 years.,
- 88% satisfied with working hours of the organization, 4% strongly agree, 4% disagree, and 4% say they strongly disagree that they are not satisfied with working hours of the organization.
- 48% work 7-8 hours in a day, 36% said they work 8-9 hours in a day and 8% said 9-10 hours and 4% said 10-12 hours, 4% said they work more than 12 hours in a day.
- 48% respondents said that they have more work pressure, 8% they strongly agree that they say they have more pressure, and 40% disagree and 4% are disagree for the statement.
- 76% are satisfied with flexible working hours, 8% are highly satisfied and 12% say they feel average. 4% feel highly dissatisfied.
- 56% feel satisfactory towards work, 24% feel highly satisfied ,12% say average, 4% are not satisfied . 4% are highly dissatisfied. 48% said they work for 7 days,
- 40% they said they work for 6 days, 8% say that they work for less than 5 days, and 4% say they work for 6 days.
- 56% satisfied with the leave policy of the organization, 8% are not satisfied. And 36% feel average.
- 44% said that they get enough time for their family after working hours, and 36% respondents said they wont get enough time, 16% disagree the statement and 4% strongly disagree.
- 52% agree that they are able to balance work/life with their personnel life. 24% disagree, 16% strongly agree.
- 80% of respondents say that the organization take initiatives to help you to manage work/life and personnel life. And 20% say no. 52% said they provide flexible work timings, 32% said they provide leaves to manage work/life, and 16% say that job share option is provided by the organization.
- 76% respondents agree that they think if employees have good work/life balance the organization will be more effective, productive and successful.
- 32% said they sometimes miss out family/friends because of work pressure, and 24% say always they

- miss out, and 16% they say rare and 28% say they never missout .
14. 76% respondents said they work for long hours, and 12% said they work in shifts and 12% work for compulsory overtime.
 15. 72% feel agree for work/life balance policy in the organization should be customizes to individual needs, and 12% strongly agree, where, 8% feel indifferent and 4% feel disagree.
 16. 60% of the employees said they work in general/day shift, 36% of the employees said they work in alternative and 4% said they work in night shift. 60% of the employees said they work in general/day shift, 36% of the employees said they work in alternative and 4% said they work in night shift.
 17. 36% respondents agree that they say work/life balance initiatives helps to increase productivity of the organization. 44% respondents disagree and
 18. 36% respondents said they are agree that the company organize holiday camps and picnics to manage work/life and personal life. 52% say yes as organization encourage the involvement of family In reward functions.
 19. 72 employees agree that work life balance initiative enables in retention of employees

Suggestions

- ✓ Flexible timings should be accordingly introduced for suitable designation.
- ✓ Effective work-life benefits encourage employees to work harder.
- ✓ To keep employees and keep satisfaction high, management need to implement recognition reward and motivation programs
- ✓ Role clarity of each position should be defined and based on that individual can plan their work accordingly.

CONCLUSION

Work-life balance can bring a huge transformation at the organizational and individual levels. It helps an organization to inherently build a strong value system, which is attributed to the work-life balance enjoyed at the employee level. Consequently, the organization does not have to impose a formulated framework of organizational values because they now become intrinsic to it. Evidence suggests that improvements in people management practices, especially work time and work location flexibility, and the development of supportive managers, contribute to increased work-life balance. Work-life balance programs have been demonstrated to have an impact on employees in terms of productivity, commitment, work/life balance and satisfaction. Organizations that have implemented work-life balance programs recognize that employee welfare affects the “bottom line” of the organization. Parameters are required to ensure that programs are having the desired effect on both employees and the organization. Six parameters that can be used to evaluate work life balance programs are: extent of management buy-in and training, how programs are communicated to employees, corporate culture, management controls, human resources policies and employee control. Finally, self-management is important; people need to control their own behavior and expectations regarding work-life balance.

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