

# Effect of Work Life Balance among the Staff Nurses in Selected Multispecialty Hospitals in Salem District

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**Abstract:** Throughout the years, the role of 'work' has evolved and composition of the work force has been changed due to economic and social demands. Work is likely to invade the personal life of employees. The scholar has taken this issue and approached it in a balanced manner. The objectives of this research are specific, measurable and pertain to the current situation. The research focuses on WLB of employees in hospital industry. The sample size is ample enough to derive unbiased findings.

The research work exhibits that the employee's awareness level, attitude and perception towards work life balance are positively correlated. In general the study related to the social context of service sector employees, especially the practical complications of nursing profession are discussed and suggested that betterment of work life practices yield increased productivity and reduced turn over. Finally the better recommendation has been made in this study and with apt suggestions for further studies and limitations of this study is outlined.

**Keywords:** Work life balance, staff nurses, socio-environmental factors, demographic factors, awareness level, attitude, perception, social context of service sector, increased productivity, reduced turnover

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## Introduction:

Work Life balance is the dream of every working individual irrespective of their gender, position and experience across the globe. The term work life balance emerged and replaced discussions of 'work and family'. This implies that work life issues are not concerned with women alone now-a-days it become urge of both the gender. Work life balance is a phenomenon occurs from work to family conflict and family to work conflict.

Work life balance puts insights in scheduling an equal number of hours for various work and personal activities. Creating work life balance is a continuous process and large number of organizations is working on it to make the process easy for their employees. In recent years organizations innovates flexible work life practices to keep employees satisfied and motivated which positively impact productivity.

The role of multispecialty hospitals emerged as important component of service sector in Salem Corporation. In this aspect the study focuses on the awareness of WLB among the staff nurses. The awareness level on WLB is assessed through the socio-environmental factors of the staff nurses and their perspectives on WLB. This research reveals from the

analysis done in private hospitals, it is evident that demographic factors, working hours, travelling time, dependents such as parental and child care plays vital role in determining the work life balance among the staff nurses.

### **Review of literature:**

**Schultz (1973)** in his study “Psychology and Industry Today” reveals related to the work environment that younger workers are consistently less satisfied with their jobs than older workers.

**Kanter, R.M (1977)** in his article titled “Work and family in the united states” reveals about interface between work and family.

**Williams and Alliger (1994)** reveals how the family and work are interrelated with each other neither in positive or negative way.

**Smita R. Chavan and Balkrushna Potdar (2011)** in their article titled “A Critical Study on Work-life Balance of BPO employees in India” they analysed the impact of the outsourcing industry on the society and the individuals in India.

**Shalini and Bhawna (2012)** they reported in their study QWL is being used by the organisations in today’s global competition as a strategic tool to attract and retain the employees and more importantly to help the employees to maintain their work life balance.

**Rajesh Ranjan and T.Prasad (2014)** in their article titled “Literature Review Report on-“Work-Life Balance of Loco-Pilots (Railway Drivers) in India” they studied about the struggle of railway drivers to fulfil their work and family responsibilities.

**Somaye Kokabisaghi and Hamid Reza (2016)** “They suggested that the monetary benefits, welfare facilities should be improved, different strategies should be formulated according to the expectation of employees.

### **Statement of the Problem**

Work life balance is the daily achievement and enjoyments in all aspects of life namely work family, friends, health and spirit. In this global era employees are continually challenged by the demands of full time work and when the day is done at office, they carry more of the responsibilities and commitments to home. Most of them are struggling to achieve work life balance when the work started to dominate one’s personal life, career, and ambitions then results in poor balance.

The issues like improper working schedules, long working hours, night shifts and work place discriminations results in stress.

Hospital industry plays vital role in rendering remarkable services in Healthcare sector. Hospitals confront with great competitions and scarce resources. Nurses are essential to the management of patient care in hospitals and other health care facilities. They also challenged by internal and external environment. Nurses working in hospital settings are vulnerable as the context of nurses' work may be difficult and stressful.

### **Objectives**

- To assess the present level of awareness on work life balance among the staff nurses
- To identify the factors influencing work life balance and to observe the existing pattern of working environment of the staff nurses
- To study the effect of work life balance on family
- To study the prevailing organization policy and initiatives towards work life balance

### **Research Methods**

#### **(a) Research design**

In the present study descriptive research design has been used in accomplishing the objectives of the study. This study is systematically organized and scientifically analyzed. The study describes the existing pattern of work environment and opinion of staff nurses on various factors influencing work life balance. The research has been designed to gain insight in to the analysis of relationship between demographic variables and work life balance. The means of data collection was through questionnaire.

#### **(b) Data collection procedure**

The researcher collected the data by following the Interview schedule. The researcher has met the respondents in person and collected the data. Though it was a time consuming process, it was fruitful because the researcher has gained valuable insights about their work life issues.

#### **(c) Nature of sampling**

The study is confined to staff nurses because they play vital role in attending the patients.

#### **(d) Sampling technique used**

Simple random sampling method with proportional allocation was adopted among the sample hospitals for ensuring the sample representation in all respects. Hence 612 questionnaires were distributed and 510 were collected in completed form which attributes to 25% of the population. For each hospital, the master roll was referred on the day of data

collection. Interview schedule would be given to all staff and data would be collected from them.

**(e) Sample size**

Sampling units are the respondents from 24 private hospitals in Salem. The researcher has selected 30% from each hospital proportionately. Thus there are 2040 staff nurses in total (i.e.  $2040 \times 30/100 = 612$ ). The total proportionate sample size is 612 staff nurses from private hospitals.

**(f) Statistical tools used to analyze the data include**

- Percentage analysis ,Correlation & Regression analysis

**Limitations**

- The study is encompassed to the private hospitals in Salem having bed strength of 50 and above.
- Experienced difficulties in getting permission from selected hospitals due to nurses tight work schedules, management decision process etc.,
- Time constraints have imposed major limitations to the study
- During the interview schedule staff nurses shown their initial hesitant to express their frank opinion about their personal life and work environment which was overcome in due course.

**Hypothesis**

- **H<sub>0</sub>:** There is no significant relationship between work life balance and factors leads to imbalance and stress
- **H<sub>0</sub>:** There is no significant relationship between work life balance and work environment
- **H<sub>0</sub>:** There is no significant association between work life balance and family environment of staff nurses
- **H<sub>0</sub>:** There is no significant relationship between work life balance and organization's working policies and initiatives.

**RESULTS AND DISCUSSIONS**

**TABLE 1**

**AWARENESS ON WORK LIFE BALANCE**

Factors		Present level of awareness						Total	
		Working Hours		Stress Experience		Time spend with family			
		N	%	N	%	N	%	N	%
Sex	Male	4	36.4	7	63.6	0	0.0	11	2.2
	Female	150	30.1	262	52.5	87	17.4	499	97.8
Age	20-30 years	122	35.8	175	51.3	44	12.9	341	66.9
	30-40 years	32	21.9	74	50.7	40	27.4	146	28.6
	Above 40 years	0	0.0	20	87.0	3	13.0	23	4.5
Marital status	Married	116	42.2	98	35.6	61	22.2	275	53.9
	Unmarried	38	17.0	163	73.1	22	9.9	223	43.7
	Separated	0	0.0	8	3.0	0.0	0.0	8	1.6
	Divorced	0	0.0	0	0.0	4	4.6	4	0.8
Nature of family	Joint	124	40.7	115	37.7	66	21.6	305	59.8
	Nuclear	30	14.6	154	75.1	21	10.2	205	40.2
Monthly Salary	Below Rs.10000	111	34.8	150	47.0	58	18.2	319	62.5
	Rs.10000-Rs.20000	39	28.9	76	56.3	20	14.8	135	26.5
	Above Rs.20000	4	7.1%	43	16.0	9	10.3	56	11.0
Experience (In years)	0-2 years	87	32.1	131	48.3	53	19.6	271	53.1
	2-5 years	51	29.8	98	57.3	22	12.9	171	33.5
	Above 5 years	16	23.5	40	14.9	12	13.8	68	13.3

From table 1, it is clear that working hours and stress experience are the major reasons for imbalance in work and personal life and makes them to realize the importance of work life balance. Hence it can be concluded that the awareness level of work life balance is realized among the staff nurses due to their working hours and stress experience.

**2. EXPERIENCE ABOUT EXISTING PATTERN OF WORK ENVIROMENT-TABLE-2**

FACTORS	N	%	Mean	SD	CV	SE
Recent trends and technology	149	29.2	1.56	.641	.412	.052
Feel motivated/time flexibility	79	15.5	1.63	.664	.406	.075
Completing the work within time	58	11.4	2.55	.597	.234	.078
Level of salary relates to qualification	51	10.0	2.27	.695	.306	.097
Adequate guidance from superiors at work	135	26.5	1.93	.535	.277	.046
Able to maintain good relationship and responsibility	18	3.5	2.06	.639	.311	.151
Not getting emotional due to work load	8	1.6	2.50	.535	.214	.189
Coping with communication and information flow	12	2.4	1.33	.492	.369	.142
Total	510	100.0				

From the table 2, it is clear from the work environment of staff nurses majority of them support ‘recent trends and technology’ which showed highest coefficient of variation indicating satisfactory level of work environment. The other factor ‘not getting emotional due to work load’ showed least coefficient of variation and higher SE than other factors. Hence it can be concluded that the majority view of work environment exhibits positive influence on WLB.

### CORRELATION ANALYSIS

#### Relationship between Work Life Balance and Family Factors

The correlation coefficient  $r$  (also called Pearson’s product moment correlation after Karl Pearson) is calculated by, the correlation coefficient may take value between -1 and +1

TABLE-3

FAMILY FACTOR-CORRELATIONS								
		1	2	3	4	5	6	7
1	Pearson Correlation	1	0.209**	0.332**	0.054	0.255**	-0.050	0.260**
	Sig. (2-tailed)		0.000	0.000	0.224	0.000	0.257	0.000
2	Pearson Correlation	0.209**	1	0.092*	0.116**	-0.092*	0.074	0.001
	Sig. (2-tailed)	0.000		0.038	0.009	0.039	0.095	0.989
3	Pearson Correlation	0.332**	0.092*	1	0.120**	0.202**	0.112*	0.157**
	Sig. (2-tailed)	0.000	0.038		0.006	0.000	0.011	0.000
4	Pearson Correlation	0.054	0.116**	0.120**	1	-0.143**	0.300**	0.025
	Sig. (2-tailed)	0.224	0.009	0.006		0.001	0.000	0.568
5	Pearson Correlation	0.255**	-0.092*	0.202**	-0.143**	1	-0.025	0.374**
	Sig. (2-tailed)	0.000	0.039	0.000	0.001		0.567	0.000
6	Pearson Correlation	-0.050	0.074	0.112*	0.300**	-0.025	1	0.015
	Sig. (2-tailed)	0.257	0.095	0.011	0.000	0.567		0.741
7	Pearson Correlation	0.260**	0.001	0.157**	0.025	0.374**	0.015	1
	Sig. (2-tailed)	0.000	0.989	0.000	0.568	0.000	0.741	

\*\**. Correlation is significant at the 0.01 level (2-tailed).* \**. Correlation is significant at the 0.05 level (2-tailed).*

The above table describes that there was highly significant correlation between work life balance and family factors such as 1. Job reduces the amount of time spend with the family 2. Problems at work make irritable at home 3. Work involves a lot of time away from home 4. Job takes up so much energy which make don’t feel up to doing things that need attention at home; 5. Feel fairly well satisfied with family life to gain knowledge 6. Due to workload change of plans for family activities and 7. Involvement in work helps to be a better family member. It is concluded that the correlations between all the explanatory variables are highly significant and positive among 8 factors opinion by nurses in hospital industry. Further it is also seen that all these explanatory variables are significantly and positively correlated with the dependent variable connected load.

**REGRESSION ANALYSIS**

**Relationship between work life balance and organization’s flexible Work policies**

Multiple regression analysis of  $X_1$ - *Work environment experience with* work life balance variables,  $X_2$ - Job Sharing-Policy,  $X_3$ - Job Sharing-Policy Important,  $X_4$ - Cap on overtime-Policy,  $X_5$ - Cap on overtime-Policy Important,  $X_6$ - Opp.to negotiate part-time-Policy,  $X_7$ - Opp.to negotiate part-time-Policy Important,  $X_8$ - Time off in lieu-Policy,  $X_9$ - Time off in lieu-Policy Important,  $X_{10}$ - Gradual retirement-Policy, and  $X_{11}$ - Gradual retirement-Policy Important WLB, the following regression model is fitted for performance:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + \dots$$

Where  $b_1, b_2, b_3$  and  $b_4$  are partial regression coefficients;  $b_0$ -constant the results are presented in the following table.

**TABLE-6**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.379 <sup>a</sup>	0.143	0.126	1.777	0.143	8.354	10	499	0.000

*Predictors: (Constant=  $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9$ )*

Source: Primary data

It is exhibited that above table model summary<sup>b</sup>, the value 0.379<sup>a</sup> given under the column R is multiple correlation coefficients. These ten variables are correlated significantly.

**TABLE-7**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	263.876	10	26.388	8.354	0.000 <sup>b</sup>
	Residual	1576.242	499	3.159		
	Total	1840.118	509			

*Predictors: (Constant=  $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9$ )*

Source: primary data

The step wise multiple regression models indicated that work life balance explanatory variables, 10 Variables namely,  $X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9$ , and  $X_{10}$  have significantly contributing to  $X_1$ . The coefficient of determination  $R^2$  value showed that these variables put together explained the variations of Y to the extent of 0.143.

TABLE-8

Coefficients <sup>a</sup>							
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	SE	Beta			Lower Bound	Upper Bound
(Constant)	3.536	.489		7.228	0.000	2.575	4.498
Job Sharing-Policy	-0.146	0.102	-0.067	-1.427	0.154	-0.348	0.055
Job Sharing-Policy Important	-0.356	0.074	-0.245	-4.790	0.000	-0.502	-0.210
Cap on overtime-Policy	<b>0.350</b>	0.113	0.136	3.108	0.002	0.129	0.572
Cap on overtime-Policy Important	0.026	0.077	0.018	0.336	0.737	-0.125	0.177
Opp.to negotiate part-time-Policy	-0.249	0.104	-0.112	-2.403	0.017	-0.453	-0.045
Opp.to negotiate part-time-Policy Important	0.174	0.074	0.112	2.350	0.019	0.029	0.320
Time off in lieu-Policy	-0.073	0.096	-0.033	-0.764	0.445	-0.262	0.115
Time off in lieu-Policy Important	0.132	0.069	0.090	1.914	0.056	-0.004	0.267
Gradual retirement-Policy	-0.307	0.103	-0.135	-2.984	0.003	-0.509	-0.105
Gradual retirement-Policy Important	0.178	0.064	0.130	2.760	0.006	0.051	0.304

a. *Dependent Variable: Work environment experience*

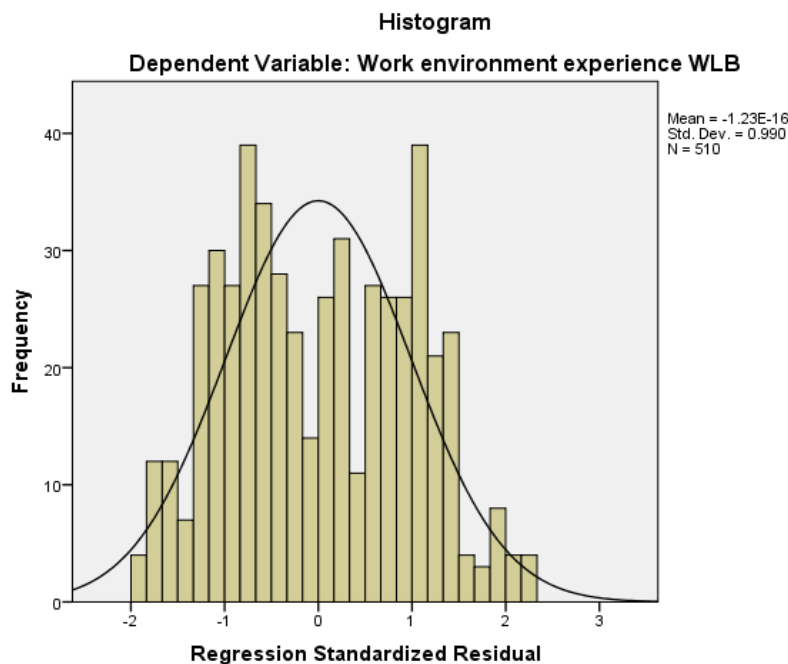
The above table shows the coefficients; these values are needed to formulate regression equation. The value under column B against constant is the “a” value (Y-intercept) in the regression equation and the experience (3.536) and *Cap on overtime-Policy* (0.350) define the slope of the regression lines and are the values of  $b_1$  and  $b_2$  in the multiple regression equation.

Hence, the multiple regression equation is formulated as

$$Y = -0.146 - 0.356 + 0.350 + 0.026 - 0.249 + 0.174 - 0.073 + 0.132 - 0.307 + 0.178$$



**Figure 1**



## FINDINGS

- This study shows that majority of the respondents are female because of the nature of the work. This phenomenon is reflected throughout the industry.
- This study shows that majority of the respondents (65.9%) are aware of work life balance and rest 34.1% are not particular about Work life balance. It is observed that majority of nurses belong to the age group of 20-30 years.
- It is revealed that majority of the nurses have professional background because most of the hospital prefers diploma. The industry is satisfied with diploma qualification.
- This study shows that majority of nurses were married and are from joint family system. Child care is easier in joint family than in nuclear system. It is revealed that 62.5% of the respondents fall below Rs.10, 000 salary category.
- Most of the nurses (47.5%) belong to associated with colleagues. Hence good relationship is a support to nurses for smooth work-life balance.
- This study shows that most of the nurses (53.2%) belong to above 5 years experience. Experienced nurses can handle work-life balance in a better manner.
- This study reveals that majority of the respondents belong to 8 hours basis and hence this study reveals that the labour rule is followed by hospital management. More than 8 hours is converted as overtime and it is paid accordingly.

- It is inferred from the study that majority of the nurses acquire stress because of the following reasons like time management, salary constraints, night shifts and colleague problems etc.,
- In this study it is inferred that majority of the hospitals have and follow the policy of work life balance. This study shows that majority of the respondents (77.6%) are satisfied with the working hours and the rest of 22.4% are not satisfied. It is inferred that majority of them are comfortable with the working hours.
- It is inferred that majority (69.8) of the respondents have time for the family after working hours and 32.2 respondents do not find the time. Majority of the respondents are able to find time for work and family. In this study it is inferred that majority of the hospitals provide steps to reduce stress in the organization and take initiatives towards work-life balance.

## CONCLUSION

Organization's success depends on people and they have multiple responsibilities, diverse needs and often conflict priorities. The Study of work life balance of staff nurses helps to know about their working conditions, environment, and their present situation of balancing their personal life with work. From this study it is observed the work life balance of nurses is sometimes becomes challenging one. To avoid this periodical review is needed in terms of their work and family life satisfaction; otherwise they would be subjected to severe stress. Thus private hospitals must ensure with the initiatives and work policies regarding work-life balance of their staffs. It will pave the way for better performance, improved morale and commitment results in higher job satisfaction. This will ultimately help to improve the organization's performance and productivity.

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