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PERCEPTION OF WOMEN EMPLOYEES ON QUALITY OF
WORK LIFE – A STUDY ON BANGALORE URBAN
HOSPITALS

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Abstract

Balancing work and life is significant for any employee to keep themselves motivated and to have a better work life as well as personal life. This study has been conducted to understand how women employees working in hospitals balance their work and life. The policies that impact their perception on better quality of work were assessed. The perception towards polices differ from each category of employees. The better work place polices that supports their work and life were identified and suitable suggestions were provided to implement the suggestions in hospitals.

INTRODUCTION

Employees in the mechanic world find limited time to perform many tasks at work as well as for their family. Employees experience mishaps without knowing how to balance them. Work life balance is about providing and maintaining a healthy environment which enables the individual employees to balance work and family responsibilities to strengthen the mental health of the employee and improve his effectiveness. Work-Life Balance (WLB) is the term used by the organisations to denote the balance that an employee needs between times allotted for work life and family life. Every task performed by that individual is felt at ease by giving equal importance. WLB varies over time, situation and individual personality. Both employer and employee are responsible for work life balance. But a healthy WLB environment should begin with the employer. If employer becomes a companion in employee's life rather than a controlling authority work-life balance becomes easy for the employees working in that organisation. Employees also should have high concern towards the organisation and they should not disregard the work and be more casual in the workplace. Present generation employees are not seeking 'jobs' but they look for 'careers'. The number of women employees looking for 'careers' is also increasing. They struggle to balance work and life in most of the situations. A good work-life balance has positive effects on wellbeing of the employees. It reduces the stress level and lowers risk of burnout and indirectly benefits the employers too. By providing an environment

that supports good WLB, employers actually helping the organization to boost the productivity, attain superior performance and competitive advantage. A supportive manager understand the needs of the employees, sets an example, let employees know their options and lead them to wards growth. In this kind of environment, balancing work and life becomes easy for employees.

Indian society is a performance oriented society and also due to cut-throat competition in the industry, companies are expecting the employees to be workaholic and performance / career oriented. Long working hours, increased responsibilities at work as well as home, unreasonable expectations, new roles without adequate training cause work life imbalance. Work environment and organisations are not only the reason for work life imbalance. Extreme ambition of the employees, societal expectations, desperate for perfection in their own tasks and from the subordinates also create imbalances in work life balance. Employees' mindset also play a major role in balancing work and life. A study conducted by conducted by the U.S. Travel Association in the year 2018 revealed that 52% of employees don't use their holidays meant for vacation at the end of the year. They are worried about that vacation may disrupt their work and it burden them with a backlog when they come back for work. Lack of ability to manage their time and mindset are the reasons for not taking a break. Psychologists suggest to take a break from work to reduce the stress level. Therefore it is significant to take a break from stressful work to balance work and life. Perception towards balancing work and life varies between individual to individual. Many research studies have confirmed that men also struggle to balance work and life as women.

REVIEW OF LITERATURE

Christian et al (2020) opined that work-life balance is an important activity for every individual working in both government organisation as well as private organisation in the current scenario. Organizations that are not giving importance for work life balance encounter decrease in productivity and performance of employees. Workplaces with more millennials should provide a flexible environment to their employees to avoid problems related to worklife balance and keep the employees satisfied.

Vijaya Suganthi & Vijaya Kumar (2018) in their research have explained the variations amongst work life balance of government and private hospital nurses. The findings displayed that the influence of work life balance of government and private hospital nurses were with regard to the self-care, health issues, work contentment and organizational pledge. In the present scenario the work life balance concept is being understood as a vital issue by all kinds of industries. Even the health care sector also is considering it as a very critical aspect. The nursing staff do play a very challenging role in the hospitals, their responsibilities and roles are linked with human lives, hence it could be very significant for nursing staff to have a balance in their job and personal life as well.

Sucharitha Suresh & Rashmi Kodikal (2017) in their research have explored the impact of work linked elements to work family conflicts and relationship between work family conflict with job satisfaction and employee turnover intensions among nursing staff. The findings displayed that majority of the nurses were having work family conflicts. The work linked forecasters were sufficient salary, relationships with colleagues, professional growth avenues, physical amenities for patient care, good work recognition, relationship with the doctors, freedom in patient care, relationships with other in-charges, shift timings systems, job pressure and workload.

Sonam Yadav (2016) in their study on the IT companies where the work life balance initiatives and organizational commitment. The findings of the study reveal that the various work life balance activities are considered and implemented like child care facilities and on-site crèches, maternity benefits, flexi timings, work from home option, self-managed & self-tracking, social activities & employee wellness programs which to a

greater extent are yielding organizational commitment from the employees. The employees are giving best productivity and are committed in their work due the work life balance practices being implemented in the organization.

Scope of the Study

Changing scenarios in work place demand different set of strategies to balance work and life. It is one of the fascinating areas for the researchers in human resources department. This study on work life balance of women employees covers the opinion of women employees on policies of the hospitals, their perception on quality of work life & workplace / job factors, psychological wellbeing and family-life satisfaction of women employees working in hospitals and the effect of work life balance policies.

Objectives

- To understand the opinion of women employees on Organisational policies that balances work and life.
- To know understand the perception on quality of work life of women employees in hospitals.

RESEARCH METHODOLOGY

Descriptive Research Design is used for the purpose of this research using a structured questionnaire. A sample of 550 respondents were involved in the study to collect the primary data from them on work life balance. Samples were drawn from the population of women employees working various hospitals in south Bangalore. A structured questionnaire was framed and the primary data were collected from them.

RESULTS & DISCUSSION

Table 1
Demographic Details of the Women Employees Working in Hospitals

		Frequency	%
Age in years	Below 25 years	197	35.8%
	25 -35 years	170	30.9%
	36 -45 years	98	17.8%
	Above 45 years	85	15.5%
Marital Status	Married	246	44.7%
	Unmarried	304	55.3%
Family Type	Joint family	187	34.0%
	Nuclear family	363	66.0%
Education	Graduate	237	43.1%
	Post graduate	92	16.7%
	Diploma	190	34.5%
	Others	31	5.6%
Experience	Less than 5 years	237	43.1%
	5-10 years	155	28.2%
	11-15 years	99	18.0%
	Above 15 years	59	10.7%
Designation	Doctor	40	7.3%
	Metron	16	2.9%
	Nursing supervisor	51	9.3%
	Nurse	272	49.5%

	Cashier	46	8.4%
	Front officer	20	3.6%
	Accountant	26	4.7%
	Others	79	14.4%
Working Ward	General	154	28.0%
	Pediatric	96	17.5%
	Emergency	62	11.3%
	Administration	65	11.8%
	Front office	41	7.5%
	ICU	64	11.6%
	Special ward	20	3.6%
	Others	48	8.7%
Nature of Job	Contract	179	32.5%
	Permanent	371	67.5%
Monthly Income	Less than Rs.10000	62	11.3%
	Rs.10000 - Rs.20000	312	56.7%
	Above Rs. 20000	176	32.0%
Total		550	100

Table 1 indicates the demographic details of the women employees participated in the study. The demographic details were compared with the quality of work life and the results are indicated in table 2.

Table 2
Relationship between Demographic Profile and Quality of Work Life

Factor	Calculated χ^2 Value	Table value	D.F	Remarks
Age	21.901	16.812	6	Significant at 1% level
Marital status	13.385	9.210	2	Significant at 1% level
Family type	15.713	9.210	2	Significant at 1% level
Educational Qualification	28.307	16.812	6	Significant at 1% level
Experience	28.307	16.812	6	Significant at 1% level
Designation	25.534	23.685	14	Significant at 5% level
Working ward	11.149	23.685	14	<i>Not Significant</i>
Nature of job	18.714	9.210	2	Significant at 1% level
Monthly Salary	5.917	9.488	4	<i>Not Significant</i>
Traveling time	21.390	13.277	4	Significant at 1% level
Average working hours	21.533	13.277	4	Significant at 1% level

Table 2 indicates the results of relationship between the demographic factors and quality of work life. Except working ward and monthly salary, all the other factors considered for the study re significant. Importance and support are to be given to each category to balance work and life.

TABLE 3
QUALITY OF WORK LIFE AMONG WOMEN EMPLOYEES IN HOSPITALS (MULTIPLE REGRESSION ANALYSIS)

Variables	B	Std. Error	Beta	T	P
(Constant)	75.053	7.350		10.211	.000

Age	-1.393	.817	-.077	-1.706	.089
Marital status	-7.292	1.780	-.187	-4.097	.000
Family type	3.054	1.712	.075	1.784	.075
Educational qualification	-.899	.855	-.046	-1.052	.293
Experience	-3.788	.942	-.199	-4.022	.000
Designation	-1.087	.454	-.106	-2.396	.017
Ward	.423	.376	.050	1.126	.261
Nature of job	2.565	1.764	.062	1.454	.146
Work on shifts	7.797	1.861	.186	4.189	.000
Salary of women employees	-.020	1.537	-.001	-.013	.990
Average working hours in a week	.008	1.336	.000	.006	.995
Traveling time to reach work place	2.417	1.272	.083	1.901	.058

The multiple linear regression components are found statistically fit. It shows the four independent variables contribute on the quality of work life among women employees in hospitals and statistically significant at 1% and 5% level. Table 3 indicates that the coefficient of employees’ marital status, experience, designation and work on shifts were significant at 1% and 5% level. It also observed that the variables such as family type, ward, nature of job, work on shifts, average working hours in a week and traveling time to reach work place are positively associated with the quality of work life among women employees in hospitals. Further, it indicates that these variables contribute to the quality of work life among women employees in hospitals are statistically significant and implying that their influence is stronger than the further variables. From the analysis, it is inferred that the quality of work life among women employees in hospitals is positively associated with the factors like family type, ward, nature of job, work on shifts, average working hours in a week and traveling time to reach work place.

Factors influencing the Perception on Quality of Work Life

**TABLE 4
TOTAL VARIANCE EXPLAINED**

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.236	41.182	41.182	8.236	41.182	41.182	4.946	24.730	24.730
2	2.185	10.926	52.108	2.185	10.926	52.108	3.890	19.448	44.178
3	1.092	5.462	57.571	1.092	5.462	57.571	2.679	13.393	57.571
4	.801	4.007	61.577						
5	.738	3.690	65.267						
6	.710	3.549	68.816						
7	.644	3.221	72.037						
8	.581	2.904	74.941						
9	.548	2.742	77.684						
10	.522	2.608	80.291						
11	.511	2.557	82.848						
12	.492	2.461	85.309						
13	.437	2.184	87.493						
14	.414	2.069	89.562						
15	.408	2.042	91.604						
16	.391	1.957	93.561						

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
17	.377	1.886	95.447						
18	.358	1.792	97.239						
19	.299	1.493	98.731						
20	.254	1.269	100.000						

Table 4 and Table 5 indicates the results of factors that influence the perception of women employees working in hospitals on work life balance. Twenty factors were considered and the opinion of the employees were recorded on these factors.

**TABLE 5
NAMING OF STATEMENTS EXTRACTED**

Factor	Va. No.	Variables	Rotated Factor Loadings
Empathetic	17	Increments are provided on time	.707
	18	Employees are able to take some independent decisions	.685
	16	Work hours are flexible	.680
	14	Workload allotted to me is meaningful	.657
	19	Supervisors and coworkers are supportive	.637
	20	Employees are generally happy towards hospital policies	.630
	10	Working hours are reasonable	.622
	13	Tasks allotted to me are relevant	.577
	15	Recreational facilities are good	.567
	11	Hospital provides me all the facilities	.564
Mulish	12	Resources are provided to employees to do their tasks	.525
	6	Fringe benefits are good	.743
	7	Welfare activities as per statutory	.734
	8	Promotional policies are fair	.716
	9	Rewards are based on competency and performance	.714
Invasion	5	Rewards and recognition policies are encouraging	.649
	3	Performance appraisal is timely implemented	.859
	2	Training and development is attractive	.852
	4	Compensation policies are good in my hospital	.791
	1	Recruitment and selection policies and procedures are good	.572

SIGNIFICANT FINDINGS

- The percentage of higher quality of work life was highest (46.2%) among the women employees working as a nurse in healthcare sector. So it is inferred that there is a better relationship between designation and quality of work life among the women employees in healthcare sector.
- Women employees working without shift system in hospital sector had high quality of work life than shift employees.
- Quality of work life was the highest (63.0%) among the permanent women employees in healthcare sector.
- Employees' marital status, experience, designation and work on shifts were significant at 1% and 5% level.
- Family type, ward, nature of job, work on shifts, average working hours in a week and traveling time to reach work place are positively associated and are statistically significant with the quality of work life among women employees in hospitals.
- Age, marital status, salary, educational qualification, experience and designation are not influencing the quality of work life among women employees in hospitals.
- Increments are provided to employees on time, providing freedom to employees to take independent decisions, flexible working hours, meaningful workload, supportive supervisors and coworkers, good hospital policies, reasonable working hours, relevant tasks, recreational facilities, resources to do tasks better strongly influence the behaviour of the employees.

SUGGESTIONS

This section presents the suggestions provided to the healthcare units / hospitals better quality of life and to accomplish work life balance among women employees.

- The women employees prefer the organizational policies with regard to recruitment & selection policies and procedures to be professional in approach. The workload should be legitimate, relevant and meaningful else the productivity decreases.
- Proper timely training and development should be provided to the employees by the organisation to get maximum productivity.
- Compensation policies should be as per the labour laws, rewards and recognitions must be provided to the employees to motivate them. Performance appraisals should be conducted regularly to hike salaries and promotions.
- Timely increments are always preferred by employees which the hospitals must implement.
- Employees expect fringe benefits and welfare activities as per labour laws which has to be provided by hospitals to get good productivity. Flexi timings are preferred. Job sharing makes them stress free.
- Autonomy is given to the employees to take independent decisions which makes them feel that they are more responsible.
- Superiors and colleagues should be understanding, and recreational facilities motivates employees in their deliverance.

CONCLUSION

The main aim of the healthcare units/ hospitals is to provide excellent health service to the patients where the different types of patients do come to avail treatment for ailments what they are suffering from. While hiring also the hospitals need to understand many things

which the employees anticipate from the organisation to give their best. In the hospitals the ward where the employees works is a major factor where due to the work load, kind of job what they are supposed to do, the type of patients with whom they are supposed to tackle, how they handle various types of patients and their associates suitably makes their job easy. Employees seek good work environment like they do not want to work on shifts, working hours should be legitimate in a week which makes them comfortable to work and enhances their quality of work life. A suitable environment to balance both work and life in employees results in better treatment to patients and greater satisfaction.

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