

Work Life Balance a Strategic Tool for Job Satisfaction in Healthcare Sector - An Empirical Study

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Abstract— Job satisfaction, work satisfaction, or employee satisfaction is a measure of how much employees are satisfied with their job. Job is not a single phenomenon; it is a combination of several aspects. By examining job satisfaction, it is observed that whether they like whole job or particular aspects or aspects of the job, such as job-related, organisation-related and payment-related satisfaction. Job satisfaction can be measured by cognitive (evaluative), affective (or emotional) & the behavioral components. The researchers also noted that the levels of job satisfaction changes in accordance to which they measure the feelings about the job (affective job satisfaction) or perceptions of the job (cognitive job satisfaction). A satisfied employee is always important to an organization because his goal is to present his best abilities. Every employee wants strong job growth and work-life balance at work. If an employee is satisfied with the company and his work, he seeks to compensate the company with all his efforts. During covid-19 pandemic healthcare employees had undergone more stress than ever before. Because the family safety is under risk and there is a need for strong family support to continue in the job. In this context, current article examines the impact of work life balance on job satisfaction.

Keywords— Job Satisfaction, Work Life Balance, Healthcare, Work Place Environment, Quality of Work Life.

INTRODUCTION

Job satisfaction deals with the psychology of an employee. A pleased and satisfied workforce is an asset for an organisation. On the other hand, a unhappy employee not only reduces quality of his part of service but also spoils whole organisation's culture. Factors affecting job satisfaction includes:

1. Working Conditions & Compensation

One of the biggest factors in job satisfaction is the compensation and other monetary benefits that are offered to an employee. An employee with a good salary, incentives, rewards, health care options, etc. is more satisfied with his job than a person who does not have the same. A healthy work environment also adds value to the employee.

2. Work Life Balance

Everyone wants to have a good workplace that allows them to spend time with family and friends. Job satisfaction for employees is often the result of a good balance policy in working life, which ensures that the employee spends quality time with his family while doing work. This improves the quality of work life of employees.

3. Respect and Recognition

Everyone is appreciative and motivated if they are respected at work. It also motivates employees if they

are rewarded for their efforts. Hence, cognition is one of the factors of job satisfaction.

4. Job Security

Giving an employee the confidence that the company will keep them going, even if the market is turbulent, gives them a lot of confidence. Job security is one of the main reasons for employee job satisfaction.

5. Challenges

Uniform work activities can lead to employee dissatisfaction. Hence, issues such as job rotation, job enrichment, etc. can also contribute to employee job satisfaction.

6. Job Growth



Figure 1: Job Satisfaction

Employees always keep their career growth as a high priority in their lives. Therefore, if a company helps

employees and gives them newer job plans, it will increase job satisfaction, because they know that they will progress in their profession.

Work Life Balance

The term "work-life balance" has not lost its buzz in recent years. This is partly due to the predominance of millennials in the workforce. Employers have worked hard to determine the best way to attract millennial workers. Given that the millennial generation of workers is projected to account for 75 percent of the workforce by 2025, many leaders think it is time to redefine work-life balance.

Work-life balance is defined as the relationship between work and life outside of work, and a balance in which demands are equal in a person's job and personal life (Corkmaz and Erdogan, 2014; Lockwood, 2003). Work-life balance affects the level of work commitment of a professional (Korkmaz and Erdogan, 2014). The perception of job commitment infers those employees feel cheerful while performing the job and performing the job with utmost attention are satisfied with their job and focus on their work (Kabar, 2017).

Work Life Balance is an important aspect of an optimistic organisational culture. Maintaining work-life balance results in reduced stress and prevents employees from burnout. Chronic stress is one of the most common health issues in the workplace. This can lead to physical consequences such as high blood pressure, digestive problems, chronic aches and pains, and heart problems. Chronic stress can also negatively affect mental health because it is associated with an increased risk of depression, anxiety and insomnia.

Work-life balance is an issue that is of great importance to individuals, organizations, families, government and society. Techno-economic changes have increased the pressure on organizations and employees. In addition, the increasing number of women in the workforce, core families, and dual-income couples has made work-life balance a vital concern for employees as well as organizations across industries and occupations. The need for work-life balance has become an integral part of employees' expectations of employers. Today, career success is defined not only in terms of promotions and lucrative missions, but also the ability to strike a balance between working and non-working lives. In this regard, helping employees to balance work and life has become a challenge for employers and human resources professionals.

Over the past twenty-five years, there has been a significant increase in employment, which is felt to be

partly due to information technology and a highly competitive work environment. Long-term loyalty has changed because of a performance culture that expects more from employees but offers little security in return.

Work Life Balance and Job Satisfaction

Melis Attar et. al., (2021), concluded that job stress has a statistically significant negative effect on employees' job satisfaction and weak negative relationship exists between them. In addition, the findings of this study reveal WLB having a statistically significant positive effect and relationship with job satisfaction. Furthermore, WLB is found not to have a moderating role on the effect of job stress on job satisfaction. This result implies that without WLB, job stress can influence or affect job satisfaction. In other words, the impact of job stress on job satisfaction is not dependent on WLB. Thus, the moderator (WLB) and the predictor variable (job stress) do not interact in their effect on the outcome variable (job satisfaction).

Hana Silaban, Meily Margaretha (2021), study has shown evidence that there is an influence between work-life balance on job satisfaction as much as 8.3% and there is an influence between work life balance on employee retention as much as 4.4%. In addition, this research has important implications for leadership in the company, such as providing a good work environment, supporting facilities to provide morale for employees, practising fair compensation and salary without giving excessive burden to and building good communication between employees and leaders. Companies can relate employees' abilities into jobs that match their interests within the company and give the opportunity to develop through training and development programs designed by the company. Therefore, it can also build good relationships with co-workers. Companies provide employees with the facility to work from home to improve the balance of personal life with the work life of employees.

Noor Erdianza et. al., (2020), said that the significant mediating role of job satisfaction indicates that the effect of work-life balance on organizational citizenship behavior can be explained through employee satisfaction with their work. This may happen because employees have been able to divide the role in terms of time and satisfaction at work and also to his personal life that brings internalization of voluntary behavior. Thus, the third hypothesis in this study was accepted. The ability of employees to allocate time and feeling involved in work and personal life encourages employees to bring a positive balance in the workplace and personal life that eventually supports the emergence

of work satisfaction, positive contribution behavior to colleagues and organizations.

REVIEW OF LITERATURE

Azadeh Asgarian et. al., (2022), said that “the managers need to make sure that their working staff is rewarded as they deserve. Therefore, the medical staff of organizations should be motivated to be rewarded for decent job performance, and they should be informed of the reward. If they are not rewarded as they should and if factors influencing the reception of rewards are kept unknown to them, the possibility of leaving professions increases. It is suggested that employee be rewarded and that a balance be struck between effort and reward to increase job satisfaction and reduce the tendency to Leave the profession”.

Junichi Yamashita et. al., (2022). clarified that the components of motivation to work were evaluation, treatment, human relations, ability improvement, placement, and sense of accomplishment. It became clear that the factors particularly strongly related to motivation to work are evaluation, treatment, and human relations. The results suggest that as a concrete effort to improve the motivation to work of physical therapists, it is first necessary to improve evaluation and treatment.

Tomaszewska. K et. al., (2022), results indicate that “the overall average psychosocial distress in the workplace was below health norms. The emotional involvement of the respondents was at an average level, and the higher the level of psychosocial-risks present, the lower the global job satisfaction of the respondents”. Since the onset of the COVID-19 pandemic, the nurses interviewed, along with the gained experience and greater knowledge, have changed their relationships with patients infected with the coronavirus and the level of fear and anxiety was reduced, which positively affects the quality of nursing care.

Khan Shabana Parveen et. al., (2021), said that there is big challenge for the working women to make a balance between the professional life and the personal life. Working women are playing double role in their life but up to what extent they were able to handle and manage their double responsibilities become important.

Data Analysis

Table 1: Regression Model of Job-related Satisfaction and Work Life balance among select healthcare employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574a	.329	.321	1.07358

The work life balance is an important human resource area of concern for the employers; hence, this study highlights an important issue to address for better satisfaction and content of the female healthcare professionals.

Emily Pettifor et. al., (2021), found that “the trainees in the psychiatric setting have consistently reported higher levels of positive impact of work on home life and vice-versa. One possible explanation is that the nature of psychiatry is inherently different to other areas of medicine, with a focus on promoting the quality of patient interaction, and training time dedicated to exploring this in detail”. Supervision of patient contact is also conducted more thoroughly than in other specialities, which may lead to a greater sense of being supported in clinical decision making when trainees work in psychiatry.

Research Gap

There are number of articles on work life balance and job satisfaction but the important thing to understand is psychological parameters impact will be changed time-to-time. The work life balance of the healthcare professionals also impacted during covid-19 pandemic. Therefore, there is a need to examine the work life balance impact on job satisfaction.

OBJECTIVES OF THE STUDY

- To examine the work life balance impact on job satisfaction among employees of select healthcare organisations.
- To put forth suggestions based on the findings of the study.

Sample and data collection

A quantitative approach was followed in this exploratory study. The participants selected for this study consisted of select healthcare organisations in Hyderabad, Telangana. 680 questionnaires were distributed among the select hospitals. Convenience sampling technique was deployed in sample selection. The respondents were solicited to complete the questionnaire. The resultant response rate of useable questionnaires was 96% (650).

a. Predictors: (Constant), Stress, Support from Family, Work Load, Work Expectations, Self-Management, Work Place Support, Child Care and Dependent Care, Personal Life Expectations

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .574$. It indicates the relation between Work Life balance and Job-related satisfaction parameter of Job Satisfaction is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 32.9% of deviation in the dependant factor (Job-related satisfaction) is explained by the independent factor (Work Life Balance). The adjusted

R^2 mentioned in the above table generalisability of the model. It enables generalising the results obtained from the select healthcare employees to the universe. It is observed that the value of adjusted R^2 is expelled from the R^2 value will be $(.329 - .321 = 0.08)$. The sum of decrease means that if the sample universe participates in the research and model has been fitted then, there will be 0.8% less difference in the outcome.

Table 2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	362.194	8	45.274	39.281	.000b
	Residual	738.804	641	1.153		
	Total	1100.998	649			

a. Dependent Variable: Job Related Satisfaction

b. Predictors: (Constant), Stress, Support from Family, Work Load, Work Expectations, Self-Management, Work Place Support, Child Care and Dependent Care, Personal Life Expectations

(Source: Primary Data)

The analysis of variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, Where the F ratio = 39.281 and the P value < 0.05 , the null hypothesis is

rejected and alternative hypothesis is accepted signifying that work life balance affects healthcare employee job-related satisfaction.

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.059	.128		8.244	.000
	Support from Family	.227	.080	.241	2.822	.005
	Child Care and Dependent Care	.200	.143	.213	1.400	.162
	Self-Management	.506	.139	.543	3.644	.000
	Personal Life Expectations	-.852	.143	-.924	-5.948	.000
	Work Place Support	.184	.085	.200	2.175	.030
	Work Load	.062	.078	.068	.799	.425
	Work Expectations	.195	.070	.209	2.779	.006
	Stress	.058	.069	.064	.849	.396

a. Dependent Variable: Job Related Satisfaction

(Source: Primary Data)

The result in the above coefficient table revealed that work life balance effects healthcare employee job-related satisfaction.

Table 4: Regression Model of Organisation-related Satisfaction and Work Life balance among select healthcare employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.572a	.327	.319	1.11459

a. Predictors: (Constant), Stress, Support from Family, Work Load, Work Expectations, Self-Management, Work Place Support, Child Care and Dependent Care, Personal Life Expectations

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .572$. It indicates the relation between Work Life balance and Organisation-related satisfaction parameter of Job Satisfaction is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 32.7% of deviation in the dependant factor (Organisation-related satisfaction) is explained by the independent factor (Work Life Balance). The adjusted R^2 mentioned in the above table

generalisability of the model. It enables generalising the results obtained from the select healthcare employees to the universe. It is observed that the value of adjusted R^2 is expelled from the R^2 value will be $(.327 - .319 = 0.08)$. The sum of decrease means that if the sample universe participates in the research and model has been fitted then, there will be 0.8% less difference in the outcome.

Table 5: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	386.953	8	48.369	38.935	.000b
	Residual	796.323	641	1.242		
	Total	1183.276	649			

a. Dependent Variable: Organisation Related Satisfaction

b. Predictors: (Constant), Stress, Support from Family, Work Load, Work Expectations, Self-Management, Work Place Support, Child Care and Dependent Care, Personal Life Expectations

(Source: Primary Data)

The analysis of variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, Where the F ratio = 38.935 and the P value < 0.05 , the null hypothesis is

rejected and alternative hypothesis is accepted signifying that work life balance affects healthcare employee Organisation- related satisfaction.

Table 6: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.070	.133		8.019	.000
	Support from Family	.183	.083	.187	2.192	.029
	Child Care and Dependent Care	.164	.148	.168	1.104	.270
	Self-Management	.607	.144	.629	4.213	.000
	Personal Life Expectations	-.902	.149	-.944	-6.065	.000
	Work Place Support	.278	.088	.291	3.157	.002
	Work Load	.051	.081	.054	.632	.528
	Work Expectations	.128	.073	.131	1.746	.081
	Stress	.086	.071	.091	1.209	.227

a. Dependent Variable: Organisation Related Satisfaction

(Source: Primary Data)

The result in the above coefficient table revealed that work life balance effects healthcare employee organisation-related satisfaction.

Table 7: Regression Model of Payment-related Satisfaction and Work Life balance among select healthcare employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.595a	.354	.346	1.05984

a. Predictors: (Constant), Stress, Support from Family, Work Load, Work Expectations, Self-Management, Work Place Support, Child Care and Dependent Care, Personal Life Expectations

(Source: Primary Data)

From the above table it is observed that the correlation coefficient $R = .595$. It indicates the relation between Work Life balance and Pay-related satisfaction parameter of Job Satisfaction is constructive and both alter in the identical path. The coefficient of variance R^2 shows that 35.4% of deviation in the dependant factor (Pay-related satisfaction) is explained by the independent factor (Work Life Balance). The adjusted

R^2 mentioned in the above table generalisability of the model. It enables generalising the results obtained from the select healthcare employees to the universe. It is observed that the value of adjusted R^2 is expelled from the R^2 value will be $(.354 - .346 = 0.08)$. The sum of decrease means that if the sample universe participates in the research and model has been fitted then, there will be 0.8% less difference in the outcome.

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	395.042	8	49.380	43.962	.000b
	Residual	720.004	641	1.123		
	Total	1115.046	649			

a. Dependent Variable: Payment Related Satisfaction

b. Predictors: (Constant), Stress, Support from Family, Work Load, Work Expectations, Self-Management, Work Place Support, Child Care and Dependent Care, Personal Life Expectations

(Source: Primary Data)

The analysis of variance (ANOVA) allows researchers to test the null hypothesis statistically. The above table shows the result of ANOVA test, Where the F ratio = 43.962 and the P value < 0.05 , the null hypothesis is

rejected and alternative hypothesis is accepted signifying that work life balance affects healthcare employee Pay-related satisfaction.

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.087	.127		8.568	.000
	Support from Family	.223	.079	.236	2.816	.005
	Child Care and Dependent Care	.136	.141	.144	.967	.334
	Self-Management	.382	.137	.407	2.785	.006
	Personal Life Expectations	-.660	.141	-.711	-4.661	.000
	Work Place Support	.240	.084	.259	2.868	.004
	Work Load	.018	.077	.019	.229	.819
	Work Expectations	.259	.069	.275	3.733	.000
	Stress	.014	.068	.015	.207	.836

a. Dependent Variable: Payment Related

(Source: Primary Data)

The result in the above coefficient table revealed that work life balance effects healthcare employee pay-related satisfaction.

employee job-related satisfaction. From the ANOVA table it is observed that work expectations of work life balance are significantly impacting employee job-related satisfaction.

FINDINGS

- Among healthcare sector employees work life balance factors are explaining 32.9% deviation in
- Among healthcare sector employees work life balance factors are explaining 32.7% deviation in employee organisation-related satisfaction. From

the ANOVA table it is observed that work place support of work life balance is significantly impacting employee organisation-related satisfaction.

- Among healthcare sector employees work life balance factors are explaining 35.4% deviation in employee payment-related satisfaction. From the ANOVA table it is observed that work expectations of work life balance are significantly impacting employee payment-related satisfaction.

SUGGESTIONS

- During the pandemic the employees are spending more time with the colleagues than with their families because of extended working hours and risk of spreading corona. In this context, it is very important to have healthy relationship with the colleagues who can boost morale of the employees. Therefore, the organisation should make sure that the employees have healthy relationship among themselves.
- During the pandemic people movement also restricted by the government and healthcare professionals and police are allowed to go out. Then it became necessary for healthcare employee to arrange household needs for their family and attend health emergencies of their family members. Therefore, they expecting the support from the management to be flexible with employee timings during family emergencies.
- The employees who are taking initiatives are expecting recognition from the management. Therefore, the management should provide financial benefits in the form of rewards to the employees who performed well for that particular month.

CONCLUSION

The research is conducted to examine the impact of work life balance on employee job satisfaction. For work life balance 46 item scale is adopted and 20 item scale is considered for job satisfaction. From the analysis it found that for job-related satisfaction and payment-related satisfaction, work expectations are found to be significant and for organisation-related satisfaction, work place support found to be significant. During the pandemic healthcare professional's contribution to the society and the family become wider, to do so they expected support from their colleagues and

from the management. Usually, employee's teamwork becomes important for the sustainability of the organisation but during pandemic society as a whole has to perform as a team to ensure society sustainability.

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