CHAPTER 6

CONCLUSION

The chapter highlights the results of descriptive and inferential comparative analysis in between Government and Private Hospitals to evaluate the level of Work Life Balance and Job Satisfaction of doctors. The findings of the study are based upon questionnaire administered on the doctors working in Government and Private Hospitals. The conclusion of the study leads to suggestions on the possible way forward for the improvement of Work Life Balance and Job Satisfaction of doctors in Government and Private Hospitals. The chapter also includes limitations of the study and scope for future research.

6.1 Findings

6.1.1 Findings based on Work Life Balance dimensions:

The major findings are based on the research objectives and dimensions of study as given below:

- The study identified that majority of doctors in Private hospitals were not able to manage their time properly as compared to those working in Government hospitals. It has been found that Private hospitals have long working hours, frequent night shifts along with tight schedules as a result doctors find it difficult to have a proper time management.
It has been found that 45.9 percent doctors working in Private Hospitals were not able to fulfill their personal roles and responsibilities due to work overload coupled with administrative burden.

The study revealed that maximum respondents of Government hospitals had greater life satisfaction as compared to those in Private hospitals. This implies that life of doctors in Private Hospitals is disturbed due to excessive work pressure, although the situation is not very critical. Since Private health care industry is demanding in nature, doctors are not been able to fulfill their personal responsibilities properly.

The study determined that approximately 40 percent respondents from both Government and Private hospitals respectively were uncertain of the opinion that good Work Life Balance leads to more effective and successful medical profession i.e. career satisfaction. This implies that there are other factors also which influenced career satisfaction of doctors.

It has been found that 44 percent respondents of Private Hospitals were facing greater Work Interference with Personal Life (WIPL) due to long working hours and night shifts. Hence, doctors in Private Hospitals are not able to spend quality time with friends and family as compared to those in Government hospitals.

It has been found that maximum respondents of both Government and Private Hospitals were not facing the problem of Personal Life Interference with Work (PLIW). This implies that being an healthcare
professional they understand the gravity of their profession which requires serving the society by attending the diseased and their relatives on priority.

➢ The study identified that **Physical and mental stress** was greater among doctors in Private hospitals as compared to those of Government hospitals. This implies that due to excessive work pressure in Private Hospitals, doctors are not able to manage proper diet and exercise regularly. They felt depressed and tired due to lack of sound sleep.

➢ The study inferred that maximum respondents of both Government and Private Hospitals were uncertain whether they receive **organizational support** when it’s very important to fulfill the family responsibilities. Well formulated Work Life Balance policies and programmes were not present in majority of hospitals included in the study. Furthermore, maximum doctors were unaware regarding any such provisions if provided by their organization.

➢ The study inferred that maximum respondents of both Government and Private Hospitals were of the opinion that their work arrangements have never acted as a barrier for **future education and training** essential for their career growth and development.

➢ It has been found that **excessive patient load** followed by **long working hours** and **shortage of staff** were the major factors that disturbed the Work Life Balance of doctors working in Government hospitals. This implies that in Government hospitals due to shortage of health care professionals there is excessive patient load on doctors which in turn results in longer working
hours. Due to which doctors find it very difficult to manage their work life and personal life responsibilities.

➢ In Private hospitals long working hours followed by night duties and on call duties and excessive patient load along with incompetent pay packages were the major reasons that disturbed the Work Life Balance of doctors.

➢ It has been found that in case of Government hospitals reduced productivity followed by lack of personal time were the major problems faced by doctors due to disturbed Work Life Balance.

➢ The study determined that in case of Private Hospitals, major problems associated with disturbed Work Life Balance has been non availability of time for personal recreation and family followed by affected relationship with family and friends and stress and exhaustion after work. They were also not able to take proper diet and exercise regularly which in turn affected their physical well being.

➢ The study identified that maximum respondents of Government and Private Hospital were not aware about the Work Life Balance provisions provided by the Hospital Management. It has been found that although laws in India support various Work Life Balance provisions, yet the proper implementation of these programs is still lacking and most of the respondents were lacking awareness of these laws. Due to which these provisions are not able to provide any relief to the health care professionals in managing their Work Life Balance.
The study identified that maximum respondents were of the opinion that **Work Life Balance provisions** such as Flexible working hour, Job sharing, Annual hour system, Career breaks, Carer’s leave, Maternity leave, Crèche facility, Employee Assistance Program, Family support program and Counseling services are very important and would be very helpful in improving their Work Life Balance if incorporated in the organizations HR policy.

### 6.1.2 Findings based on Job Satisfaction dimensions

The major findings are based on the research objectives and dimensions of study as given below:

- The study inferred that around 60 percent of doctors in Government Hospitals were satisfied in terms of higher **Job security** as compared to their counterparts in Private hospitals. The major perk for doctor working in the government hospitals is job security. Most of the Government hospitals are funded by tax payers money along with grants and donations. Due to which Government hospitals provide steady employment as compared to Private hospitals which are prone to cut throat competition and hence are more demanding and require greater commitment.

- It has been found that Job Satisfaction with respect to **availability of resources** has been greater among doctors of Private hospitals as compared to Government hospitals. Availability of adequate resources is a crucial part of health delivery. Government health infrastructure is supply driven but
not demand driven accordance to community health. Non availability and under utilization of resources prevents health care professionals from working efficiently.

- The study revealed that **work environment** has been better in Private hospitals as compared to Government hospitals. Dilapidated and chaotic premises of Government hospitals are unattractive not only for the doctors but for patients as well.

- It has been found that Government hospitals offered **Lucrative pay scales** to doctors along with added perks as compared to Private hospitals, which are more demanding and require greater commitment.

- The study identified that Private hospitals offered greater opportunities for career growth and research as compared to Government hospitals. Findings imply that Government hospitals are heavily funded but absence of proper allocation of funds and managerial decision as compared to Private hospitals is the reason behind this inference.

- It has been found that doctors working in Private hospitals enjoyed better **working relationship with their co workers** as compared to Government hospitals. This implies that working relationships in Private hospitals has been cordial and supportive as compared to Government hospitals. The results of this study can be potentially important when human resource management policies are to be applied in this particular scenario. Hospital management should strive to evaluate and stimulate the factors that will
lead to the motivation of the medical staff and combat factors that generate dissatisfaction.

➢ The study depicted that doctors of Private hospitals were more satisfied with the **rewards and recognition** they received for their performance. However in Government hospitals more focus was laid on age and seniority as compared to skills and performance.

➢ Doctors working in Government hospitals enjoyed greater **responsibility and authority** as compared to their counterparts in Private hospitals. Doctors in Private hospitals have less freedom as they work under administrative control.

➢ The study determined that Government doctors were more satisfied with the **organization Benefits** available to them as compared to those provided by Private hospitals. Study shows that unawareness and lack of clarity of various plans and policies among doctors is the major impending factor.

### 6.1.3 Findings of Rank Analysis

Rank Analysis has been performed on the dimensions of study to analyze and compare the level of Work Life Balance and Job Satisfaction among doctors in Government and Private Hospitals. It has been also conducted to know the importance of various Work-life Balance policies in the organization wherein the attitude of respondents was studied towards their implementation.
Life Satisfaction followed by WIPL has been the major factor responsible for lowering Work Life Balance of doctors in Government Hospitals. However, in case of Private Hospitals Time Management and WIPL were the key factors that disturbed Work Life Balance of doctors.

Rank Analysis on the basis of respondent’s opinion depicts that Government Hospitals are better than Private Hospitals in terms of Time Management, Work Overload, Life Satisfaction, Career Satisfaction, WIPL, PLIW, Physical and Mental Stress and Organization Support. On the other hand, Private Hospitals offer better Higher Education and Training opportunities according to respondent’s perception.

Rank Analysis revealed that Crèche facility has been the most significant Work Life Balance provision among doctors in Government hospital. Hence, it was ranked first by respondents followed by Counseling Services, Family Support Program, Employee Assistance Program, Maternity Leave, Employee Wellness Programs, Annual Hour System, Job Sharing, Carer’s Leave, Career breaks and Flexible Working Hour respectively.

However, in Private hospitals Annual Hour System has been considered the most important Work Life Balance provision. Hence, it was ranked first by the respondents followed by Employee Assistance Program, Family Support Program, Flexible Working Hour, Crèche facility, Maternity Leave, Employee Wellness Programs, Job Sharing, Counseling Services, Carer’s Leave and Career breaks respectively.
Rank Analysis on the basis of respondent’s opinion reveals that Work Life Balance Provisions are more important and significant for Private Hospital doctors as compared to their counterparts in Government Hospitals.

The results of Rank Analysis depicted that responsibility and authority has been the most satisfying factor of doctors in Government hospitals followed by salary and job security.

However, in Private hospitals rewards and recognition has been the most important factor responsible for Job Satisfaction of doctors in Private hospitals followed by working relationship with colleagues and opportunities for career growth.

Rank Analysis on the basis of respondent’s opinion depicts that Government Hospitals are better than Private Hospitals in terms of Job Security, Salary, Responsibility and Authority and Organizational Benefits. On the other Hand, Private Hospitals are better than Government Hospitals in terms of Availability of Hospital Resources, Work Environment, Opportunities for Career Growth, Working Relationship with colleagues and Rewards and Recognition.

Summary and Conclusion of Hypotheses testing

In order to accomplish the objectives of the study four hypotheses have been framed and tested for inferential study. Independent t Test, Pearson Correlation, Regression and One way ANOVA has been performed for hypothesis testing. The foremost objective of the study was “To compare
the level of Work Life Balance and Job Satisfaction among doctors working in selected Government and Private Hospitals.” In order to prove this objective with reference to Work Life Balance researcher framed first null hypothesis of the study i.e. “There is no significant difference in the level of Work Life Balance among doctors working in Government and Private Hospitals.” Independent t Test was performed to test this hypothesis. Analysis drawn depicts that there is significant difference in the level of Work Life Balance among doctors working in Government and Private Hospitals. It was inferred that level of Work Life Balance in Private hospitals is lower than that of Government hospitals. Long working hours and shift working are the reasons for low Work Life Balance among doctors in Private hospitals.

To attain the objective of the study with reference to Job Satisfaction second null hypothesis of the study was formulated i.e. “There is no significant difference in the level of Job Satisfaction among doctors working in Government and Private Hospitals.” Independent t Test was applied to test this hypothesis. Results identified that there is significant difference in the level of Job Satisfaction among doctors working in Government and Private Hospitals. It was inferred that level of Job Satisfaction in Government hospitals is lower than that of Private hospitals. It has been found that lack of opportunities for career growth, poor working environment, inefficient utilization of hospital resources and lack of recognition in Government hospitals are the major factors
responsible for low Job Satisfaction of doctors. Lower job security followed by lack of responsibility and authority are the major issues that affected overall Job Satisfaction of doctors in Private hospitals.

Fourth objective of the study was to “To determine the relationship between Work Life Balance and Job Satisfaction.” To accomplish this objective third null hypothesis was formulated i.e. “There is no significant relationship between Work Life Balance and Job Satisfaction.” Pearson Correlation and Regression analysis was applied to test this hypothesis. Results of correlation analysis inferred that there is significant positive correlation between Work Life Balance and Job Satisfaction both in Government and Private Hospitals. Thereafter, Regression analysis was conducted to determine by how much the dependent variable i.e. Job Satisfaction was predicted from the independent variable i.e. Work Life Balance. Analysis shows that Work Life Balance as an independent factor had greater influence on Job Satisfaction of doctors working in Private hospitals because Private hospitals are more demanding with excessive work pressure and shift working. However, in Government hospitals job security and pay are the major factors which determine the Job Satisfaction of doctors. Work Life Balance as an independent variable has low influence on Job Satisfaction in Government hospitals as compared to Private hospitals.

Fifth objective of the study was “To find out the demographic factors which are responsible for differences in the level of Work Life Balance.” To
substantiate this objective with reference to Work Life Balance fourth null hypothesis was formulated i.e. “There is no significant difference in the level of Work Life Balance caused by demographic factors.” Demographic factors constituted Gender, Marital Status and Age.

- **Gender:** *Independent t Test* was performed to determine the difference in the level of Work Life Balance caused by gender. Inferential analysis depicts that that gender as an independent variable significantly influences Work Life Balance in case of both Government and Private hospitals. Furthermore, Work Life Balance of female doctors is lower than male doctors in case of both Government and Private Hospitals. Private hospitals are very competitive along with long working hours and shift working. Government Hospitals are not very competitive but there is problem of excessive patient load and shortage of staff. Since female doctors have dual responsibility of handling both work and home which lowers their Work Life Balance more than male doctors in both Government and Private Hospitals.

- **Marital Status:** To test the significant difference in the level of Work Life Balance caused by marital status *Independent t test* was performed. Analysis revealed that in both Government and Private Hospitals there is a significant difference in the level of Work Life Balance caused by marital status. Due to corporatization, Private Hospitals are becoming very demanding in nature along with
long working hours and night shifts. In Government hospitals there is problem of excessive patient load although they are not very demanding. Since married doctors have to manage their household and social responsibilities along with their work responsibilities. Hence, marital status significantly influences Work Life Balance of doctors working in both Government and Private Hospitals.

- **Age:** One way ANOVA was performed to test the significant difference in the level of Work Life Balance caused by age. Analysis depicts that age has no significant difference in the level of Work Life Balance in case of both Government and Private Hospitals. Doctors of all age group, according to their career stage or phase of life have certain personal and work responsibilities which influences their Work Life Balance accordingly. Young doctors have to manage their careers and nurture families, on the other hand, senior ones have more administrative authority and responsibility both at hospitals and at home which influence their Work Life Balance.

### 6.3 Suggestions

In this section efforts are made to provide concrete suggestions which will help in improving the Work Life Balance and Job Satisfaction of doctors working in Government and Private Hospitals. These suggestions are based on descriptive and inferential analysis conducted by the researcher and informal discussions with the doctors working in hospitals. Work Life Balance can be attained only when both
the organization and individual work together collectively as it is the responsibility of both of them. Therefore, suggestions for improving the Work Life Balance and Job Satisfaction of doctors working in hospitals are divided into two groups:

**Organizational Initiatives:**

The study infers that interventions should be carried out to increase the level of Work Life Balance and Job Satisfaction of Doctors in Government and Private Hospitals. Since Work Life Balance has a correlation with Job Satisfaction, it is imperative to reinforce relevant human resources polices. Different policies and strategies are needed for the people at different career stages and age groups.

- **Work Life Balance Provisions** such as flexible hours, Annual hour system, Job Sharing, Maternity leave etc. should be formulated and incorporated in Hospital’s HR policy in writing. This will help to deal with employees demands and will result into positive outcomes for the Hospital. They should be timely implemented and circulated among doctors to make them aware about them. Furthermore, doctors should be motivated to utilize these initiatives.

- Provision of women supportive measures such as lactation room and crèche for female doctors will help in improving their Job Satisfaction and Work Life Balance both.

- Plenty of **Back up staff** should be available; especially in Government hospitals were shortage of staff is a big problem.
• **Motivation Programs, Employees Assistance Programs, Reward Functions, Counseling services** should be organized by the Hospitals especially the Government hospitals. There should be involvement of family in these functions. This will help in boosting the enthusiasm of doctors and will further enhance their Job Satisfaction. **Provision of gym** at the hospital along with **yoga camps** should be organized on regular basis to help doctors get rid of stress at work.

• Government Hospitals should focus on **developing interpersonal relationship** between the doctors of all levels by arranging tours, get-togethers and club membership. Since, social relationship at work place is becoming an important dimension of Work Life Balance of employees.

• **Working environment** in Government hospitals should be improved by providing proper rest rooms, clean canteens and toilets. Healthcare professionals require healthy working conditions where they can work efficiently and get completely engaged; meeting both personal and professional requirements.

• The study reveals that Private hospitals give reward and recognition for the good performance of workers. Promotion is easier in Private hospitals as it is based on aptitude and target accomplishment whereas; in Government hospitals it is based on seniority. Hence **promotion policies of Government hospitals should be revised** in order to improve their morale and hence Job Satisfaction.
• The study depicts that doctors working in Government hospitals are more satisfied in terms of their salary as compared to those working in Private hospitals. Hence, Private hospitals must justify the salary paid by them in proportion to the work done by doctors.

• Government Hospitals should introduce innovative mechanism for career opportunities and growth. They should respond to the career goals and aspirations of talented manpower by providing them career breaks, organizing conferences and encouraging them for further education and training.

• Hospitals should have a **dedicated HR department** which aims to maintain a hassle free working environment, so that doctors and patients feel comfortable. Top management should realize the importance of Work Life Balance and its adverse affect on Job Satisfaction and hence should be supportive to maintain the Work Life Balance of doctors.

**Individual Initiatives**

• **Employee wellness programs** such as yoga, medication, stress management workshops and health programs help in relieving the stress and mental fatigue. Doctors should frequently attend such workshops and exercise regularly. This will help them in maintaining their Work Life Balance.
• Doctors should incorporate **power breaks of 5-10 minutes** in their appointment schedule to decompress and relax. This will help in improving their productivity and quality of care offered to patients.

• **Delegate task** (especially administrative work) to other staff members like physician assistant whenever possible. Furthermore, **careful planning and prioritization of work** will help them to find balance in both professional and personal life.

• Doctors should **try to stay present where they are**. If at hospital, they should not focus on issues at home and if at home don’t think about issues at home.

• Doctors should schedule personal time to take care of their **physical, mental and emotional health**. **Fragrance, music and saturday night out with family** will help them to withstand the stress. They should also take regular guidance from the counselor on career growth and stress management.

• Priority should be given to improving relationships between Hospital management and doctors and increasing decision-making latitude among Healthcare professionals. Developing doctors and empowering them to make decisions about their work is necessary to achieve quality outcomes.

• Furthermore, continuous service evaluations and monitoring of level of Work Life Balance and Job Satisfaction of doctors can be useful to determine aspects of the services that need improvement so that it provides a context in line with the aspirations of healthcare professionals which is
likely to increase Work Life Balance and Job Satisfaction and consequently have a positive effect on individual, organizational and quality of health care services.

- Last but not the least, dealing with work stresses on day to day basis makes the doctor forget to ponder upon why they choose this demanding profession. Doctors should take a few moments each day to remind themselves about the incredible work they do by helping people live better lives. Having Faith and confidence in one’s capabilities will help in improving the Work Life Balance of doctors.

6.4 Limitations

In spite of best of efforts to minimize the shortcomings, the researcher has identified few limitations in the study:

- The primary data of the current study has been collected from Delhi, Jaipur and Lucknow. Although Delhi is the capital of India, Jaipur is Rajasthan’s capital and Lucknow is Uttar Pradesh’s capital, yet these three cities cannot be the representative of entire population of India. Hence, the results of the study cannot be generalized.

- Although majority of the doctors were contacted personally by the researcher but as doctors working in hospitals are very busy it was very difficult to receive the filled questionnaire from them. As a result lot of time was spent in the process of data collection.
• The view of respondents can be biased, which is a major limitation of the present study.

Despite these limitations, the researcher has made serious efforts to complete the study in its true prospect which reflects the actual situation of Work Life Balance and Job Satisfaction of Government and Private Hospitals. Furthermore, the study also depicts important conclusions based on the findings for future improvement and research. The study also offers significant suggestions to improve the present condition.

6.5 Scope for future study

The limitations discussed in the study can be addressed in the future studies. Thus, further research can be carried out in given following areas:

• The study is with reference to doctors working in selected Government and Private Hospitals of Delhi, Jaipur and Lucknow only. Future research must focus on large and diverse sample in order to attain more generalized results. It would be prudent to replicate the study at national level.

• Work Life Enrichment is an upcoming topic which has originated from Work Life Balance. Future research can be undertaken on this area to determine how positive experiences in work and personal lives result in enhanced satisfaction and performance of employees.

• Future research must be conducted to explore the scope of Work Life Balance initiatives from the perspectives of other stakeholders i.e. by
integrating patients and their relatives into the Work Life Balance of doctors.

- Research can be undertaken to evaluate the implementation and maintenance cost of Work Life Balance strategies in the organization. Furthermore a comparative analysis can be done between the cost resulting due to work life imbalance and benefits arising from Work Life Balance strategies.