PREFACE

The present study is an initial effort in the process of identification and comparative analysis of Work Life Balance and its impact on Job Satisfaction of doctors in Government and Private Hospitals. An organization needs to attract and retain valued employees in a highly competitive labor market is a strong motivating factor for increased organizational awareness and action with regard to human resource policies and practices that address Work Life Balance. Work life balance is an important area of human resource management that is receiving increasing attention from government, researchers, management and employee representatives and the popular media.

Since 1990s, rapid transitions are taking place in the workplace due to globalization and rising competition. As a result of which, India witnessed several changes in the workforce demographics, like rising number of women, escalating number of dual income families and nuclear families. Thus employees are finding it difficult to handle their work life and personal life roles and responsibilities in an effective manner. Work Life Balance is recognized as a strategic HR issue and an important factor determining employee’s decision to continue with the organization. Organizations are leaving no stone unturned to be an employer of choice, with cutting-edge policies and benefit packages.

The concept of Work Life Balance has become complex encompassing various aspects that affect employee such as Job Satisfaction, employee engagement, and working environment. Life in 21st century is becoming very complex due to
changing workforce demographics, rising dual couple families, increased entry of women in the workforce, longer working hours, changing work practices, technological advancement along with rising competition. Due to which employees are experiencing workload, stress, anxiety, reduced health and lack of personal time. As a result, job seekers are making employment decisions not just on the basis of remuneration and promotional prospects but also how well their workplace provides them a better balance between personal lives and professional lives.

Indian healthcare sector is second fastest growing sector of Indian economy next only to information technology. Indian healthcare industry is divided into two major components: public healthcare and private healthcare. Globally technological advancement has outpaced all economic, political and social policies and has provided healthcare professionals with tools and equipments which enable them to diagnose and treat illness in a more effective and efficient manner. India has also started witnessing such changes. Hospitals in India are facing challenges like declining quality of patient care, rising costs, shortage of skilled health care professionals coupled with extremely high level of stress and burnout among doctors and nurses. This in turn influences the work life balance and job satisfaction of doctors in hospitals.

The specific research aims to find out the impact of Work Life Balance on Job Satisfaction of doctors through the comparative analysis of leading Government and Private Hospitals. The survey has been conducted in three major cities of India i.e. Delhi, Jaipur and Lucknow. One Government and one Private Hospital has
been selected from each city to collect the sample. The survey has been based on
the responses of doctors regarding various selected dimensions of Work Life
Balance, Job Satisfaction and various Work Life Balance Provisions. The sample
size taken for the research was 270 which comprised 135 respondents from
Government Hospitals and 135 from Private Hospitals.

The first chapter entitled **WORK LIFE BALANCE AND JOB
SATISFACTION** outlines the concept of Work Life Balance and Job Satisfaction.
Various factors influencing Work Life Balance and Job Satisfaction along with
their outcomes have been discussed. The chapter also provides a brief overview of
various Work Life Balance practices such as flexi-time, job sharing and
compressed working hours. Due to globalization, changing workplace culture,
rising women workforce and growing nuclear families work life balance is
becoming an important area of concern among organizations. In the end, the
chapter describes that Job satisfaction of an employee increases with improved
Work Life Balance, which in turn leads to increased productivity and
organizational success as identified in previous research studies.

Chapter second entitled **HEALTHCARE SECTOR** provides an overview of
Indian Healthcare Industry and also describes the growth of healthcare in India.
The chapter highlights that Indian healthcare sector is second fastest growing
sector of Indian economy next only to information technology. The role of
Ministry of Health and Family Welfare, in regulating the Indian healthcare sector
by formulating various departments, programmes and provisions has been
discussed. The objectives and recommendations placed by various health
committees to improve the health status of the country has been included. Further
the chapter states the health infrastructure of India. The classification of Hospitals
on the basis of various parameters and the present scenario of Hospitals in India
are discussed. Due to changing technological, political and social environment
hospitals in India are facing challenges such as shortage of funds, lack of skilled
healthcare professionals, and dominance of private hospitals. Furthermore, the
chapter describes the health infrastructure of the major cities included in the study
along with brief introduction of the selected hospitals. This helps to identify the
present situation of healthcare Industry in India along with Hospitals as a whole.

Chapter third entitled **RESEARCH METHODOLOGY** describes a brief
overview of research followed by detailed explanation of literature review
undertaken in the study. Review of literature related to ‘Work Life Balance’,
‘Work Life Balance Interventions’, ‘Work Life Balance and Job Satisfaction’ and
‘Work Life Balance and Job Satisfaction in Healthcare sector’ have been
discussed. Thereafter, research gap and significance of the study is depicted to
justify the research undertaken by the researcher. The chapter postulates the
research methodology used by researcher to carry out the study and also describes
various statistical tools which were used to draw inferences from the collected
data. Research objectives, hypotheses of the study, sampling methods, research
design, sources of data collection along with sample size has been described.
Furthermore, the chapter also mentions the independent and dependent variables
along with the results of pilot study undertaken to determine the reliability and
validity of methodology adopted and instruments used to achieve the set
objectives. The chapter highlights the methodology of descriptive statistical analysis and inferential statistical analysis tools undertaken in the study.

After describing the research methodology of the study, in chapter Fourth entitled **DESCRIPTIVE ANALYSIS AND DATA INTERPRETATION**, the compiled data of doctors collected from both Government and Private Hospitals of Delhi, Jaipur and Lucknow has been analyzed and presented in tables and graphs. Inferences and Implications have been drawn for each statement of various dimensions of Work Life Balance, Job Satisfaction and Work Life Balance Provisions respectively for this research. The chapter also contains the demographic profile of doctors, which were analyzed on the basis of various parameters like gender, age, marital status and qualification. Major factors disturbing Work Life Balance of doctors and the problems associated with Work Life Balance has been postulated by calculating the mean of the ranks assigned by the respondents. The chapter also highlights the results of comparative analysis in Government and Private Hospitals using rank analysis on the basis of various dimensions of Work Life Balance and Job Satisfaction. Along with this the importance of various Work-life Balance provisions in the organization and the attitude of respondents towards their implementation in Government and Private Hospitals has been discussed using rank analysis.

Chapter fifth entitled **EMPIRICAL ANALYSIS AND HYPOTHESIS TESTING** focuses on inferential results to reveal the need of research in current state. A comparative analysis has been performed in between Government and Private Hospitals using various Statistical tools in IBM SPSS 22 and MS Excel
2007. Statistical tools for testing of hypotheses as Independent t test, Pearson Co-
relation, Regression analysis and ANOVA have been applied. Empirical research
helps to discuss the correlation between Work Life Balance and Job Satisfaction
on the basis of responses of doctors in Government and Private Hospitals.
Furthermore, the results of various statistical tools to determine the impact of
demographic factors on Work Life Balance have been discussed in the chapter.

In the last chapter **CONCLUSION**, key findings of the research have been drawn
through descriptive and inferential analysis. Conclusions of the chapter have been
obtained through the results of hypothesis testing. Limitations of the study,
suggestions along with scope of further research have been discussed in this
chapter.

References have been given for all the chapters. Appendices includes
questionnaire for doctors, research profile and personal profile of the researcher. A
sincere effort has been made to maintain the simplicity and clarity throughout the
thesis. It is stipulated that this study would be helpful to the Healthcare Industry, to
the academicians and future researchers.