CHAPTER 3

RESEARCH METHODOLOGY

Research refers to search for knowledge. Research can be defined as a systematic and scientific search for information on a particular topic. It is basically used for establishing facts, confirming the results of previous research work, solving the problems and developing new theories and principles. According to the Advanced Learner’s Dictionary, research can be defined as “a careful investigation or inquiry especially through search for new facts in any branch of knowledge.” Research is basically a contribution to the existing stock of knowledge for further advancement. According to Clifford Woody, research comprises “defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.”

Significance of research can be better understood by the famous Hudson Maxim,

‘All progress is born of inquiry. Doubt is often better than overconfidence, for it leads to inquiry, and inquiry leads to invention.’

Significance of research has increased in all fields related to economics, business and social sciences. Research provides an important source of guidelines for solving different business, social and governmental problems.
Research methodology refers to solving the research problem in a systematic manner by using various research methods and at the same time explains the logic behind using the particular method or technique, so that the results obtained from the research study can be easily evaluated and understood by the researcher himself as well as by others.

3.1 Research Problem

Indian healthcare sector is second fastest growing sector of Indian economy next only to information technology. Hospitals constitute the major component of Indian Healthcare sector. The Economic Survey 2016 highlighted the importance of committed human resources for the efficient and effective functioning of healthcare services in the country. Countries like USA, Canada, Germany have already realized the importance of human resources in hospital administration and have started taking consequent steps in this direction. But 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. Furthermore, changing trends indicate that hospitals will become equivalent to industries with increased dominance by consumers of healthcare rather than providers of healthcare. As a result healthcare workers are finding it difficult to manage their work life and personal life roles and responsibilities effectively. This in turn reduces the quality of care provided to patients and their relatives as a whole. Furthermore, overall productivity of hospitals is also reduced.
Doctor is a noble profession which aims at betterment and upliftment of society as a whole. As a result Work Life Balance is becoming an integral part of both Government and Private Hospitals nowadays. The study ‘Work Life Balance and Job Satisfaction: A Comparative study of Doctors in Government and Private Hospitals’ is an attempt to comparatively analyze the level of Work Life Balance and Job Satisfaction of doctors in Government and Private Hospitals. The study also aims to explore the impact of demographic factors on Work Life Balance. Furthermore, the relationship between Work Life Balance and Job Satisfaction has been determined. The study also highlights the problems faced by doctors due to disturbed Work Life Balance.

3.2 Literature Review

Review of Literature is an important step in undertaking research. It helps in identifying and defining the problem, stating the objectives, formulating hypothesis, selecting proper research design and research methodology and interpreting the results on the basis of research already undertaken. In this chapter an endeavor has been made to present exhaustively about the previous researches conducted in the respective areas. The purpose of literature review is to identify gaps in the current body of knowledge. The review will help to identify and establish the key factors related to Work Life Balance and Job Satisfaction within which the study will be conducted. The researcher focused on the following issues before undertaking the study:
1. How research papers on Work Life and Job Satisfaction were placed in time?

2. What had been studied about Work Life Balance and Job Satisfaction in previous research studies?

3. What research methods and data have been used?

4. Which countries were chosen for selection of sample by the selected research articles?

3.2.1 Methodology of Literature Review

Fink (2005) stated that literature review should use a systematic methodology; clearly describing the procedure by which it was undertaken and comprehensively including all the relevant material related to particular issue in its scope. The methodology of literature review used in the study is as follows:

- **Collection of Literature:** Published research papers and articles on Work Life Balance and Job Satisfaction were searched on various databases such as Google scholar, EBSCO, Emerald, Questia, Jastor, Research Gate, Sage Pub and other online sources to cover diverse and comprehensive articles for review. Since huge amount of literature was available on the research topic following boundaries were used for screening the literature:
  - Papers published in only peer-reviewed journals were included.
  - Paper available in full text were considered
  - Paper relevant with the present study were only included.
After detailed analysis 34 research papers which were relevant to the study were selected for literature review.

Classification of Literature: The research papers selected were analyzed with respect to publication year, methodology used, country chosen for the selection of sample and sector studied. This was undertaken to understand the trends in the literature relevant to Work Life Balance and Job Satisfaction.

- Analysis by Year of publication: The analysis by year of publication confirmed that articles were published quite regularly starting from 2000 to 2014. There was an upward trend in the number of publications from 2009 onwards. This could be attributed to rapid technological and demographic changes taking place in the workplace due to which Work Life Balance and Job Satisfaction are becoming an important area of concern nowadays. Table 3.1 postulates classification of Literature Review Year wise:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Year of publication</th>
<th>Number of Research Papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1985</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>2000</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>2002</td>
<td>2</td>
</tr>
<tr>
<td>4.</td>
<td>2003</td>
<td>2</td>
</tr>
<tr>
<td>5.</td>
<td>2005</td>
<td>1</td>
</tr>
<tr>
<td>6.</td>
<td>2006</td>
<td>1</td>
</tr>
<tr>
<td>7.</td>
<td>2007</td>
<td>1</td>
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<tr>
<td>8.</td>
<td>2008</td>
<td>2</td>
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<td>9.</td>
<td>2009</td>
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<tr>
<td>10.</td>
<td>2010</td>
<td>5</td>
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<tr>
<td>11.</td>
<td>2011</td>
<td>4</td>
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<tr>
<td>12.</td>
<td>2012</td>
<td>5</td>
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<tr>
<td>13.</td>
<td>2013</td>
<td>3</td>
</tr>
<tr>
<td>14.</td>
<td>2014</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>34</td>
</tr>
</tbody>
</table>
• **Analysis by research methods:** Majority of the research papers were descriptive and analytical in nature. Statistical techniques such as correlation, multiple regression and factor analysis were applied. However it was identified that majority of the research papers which were reviewed for the study had sample size less than two hundred.

• **Analysis by various Dimensions included in the study:** The literature reviewed for the study comprised of following dimensions:
  - Work Life Balance
  - Work Life Balance Interventions
  - Work Life Balance and Job Satisfaction
  - Work Life Balance and Job Satisfaction in Healthcare sector

• **Analysis by country studied:** Review indicates that during the past few years’ research on Work Life Balance was very popular in Australia, USA, UK and Pakistan. However, there was significant lack of studies addressing Work Life Balance and its impact on Job Satisfaction among developing countries like India.

### 3.2.2 Review of Literature

• **Review Related to Work Life Balance**

_**Greenhaus and Beutell (1985),**_ defined work-family conflict as a form of inter-role conflict in which the role pressures resulting from work and family, were mutually non-compatible as a result meeting demands in one domain makes it difficult to meet demands in the other. The main objective of the study was to identify the various source of conflict between work and family roles. The findings
of the study revealed that majority of work family conflicts were due lack of time management, role participation and emotional intelligence. It was identified that due to excessive involvement in work responsibilities it becomes difficult to fulfill the personal responsibilities and vice versa.

Lockwood (2003) identified that in today’s dynamic environment, HR managers should implement various initiatives to increase retention of skilled manpower and to boost their morale. The main objective of the paper was to furnish HR managers with theoretical perspective and solutions for organizations to handle Work Life Balance issues. The paper revealed that major factors that pose challenge to Work Life Balance are ageing workforce, rising competition and personal values. It was proposed that work life initiatives create positive employer branding, promote being an employer of choice, foster organizational citizenship, and support diversity initiatives.

Agarwal (2002), described that Work Life Balance basically includes those provisions and facilities which aim towards the attainment of proper balance between employee’s personal life and professional life. The book further postulated that effective Work Life Balance can be achieved when the individual’s right of having a satisfied personal and professional life was accepted as a norm for the benefit of individual, business and society.

It was revealed that major focus of researchers was on identifying the factors that pose challenge to Work Life Balance. Furthermore, it was identified that in order to attract and retain talent organizations should implement various Work Life
Balance strategies and initiatives for their employees so that they can balance their work life and personal life roles and responsibilities in a proper manner.

**Hayman (2005),** examined and evaluated the 15 item scale developed by Fisher (2003) for measuring Work Life Balance of employees in terms of three dimensions namely work interference with personal life, personal life with work and work/personal life enhancement. The study employed factor analysis to develop and validate a new construct for assessing Work Life Balance perceptions of employees.

**Kalliath (2008),** identified that although the term Work Life Balance is widely used, yet a suitable definition which can be used to infer the theoretical advancement of the construct is still lacking in literature. The main objective of the study was to review the meaning of Work Life Balance construct. Furthermore, a new definition of Work Life Balance was also proposed. The study examined six conceptualizations of Work Life Balance found in literature i.e multiple roles, satisfaction between multiple roles, equity across multiple roles, fulfillment of role salience between multiple roles, conflict and facilitation and perceived control between multiple roles. The findings of the study revealed that assessment of Work Life Balance should include prefer ability of an individual to spend more or less time on work and non work activities. It was also necessary to determine that weather Work Life Balance leads to growth in work and non work domains.

Thereafter, major focus of research on Work Life Balance shifted towards formulation of suitable construct for assessment of Work Life Balance perceptions
of employees by including various dimensions. It was revealed that until now a suitable scale for measuring Work Life Balance of employees is not developed. Majority of the studies have replicated one or two original scales irrespective of considering the factors that might influence Work Life Balance of selected sample.

Allen (2000), identified the relationship between work family conflict and several potential consequences across both genders working in diverse professions, from different countries and various career stages. The main objective of the study was to determine the perceptions of employees towards the extent to which their organizations are family friendly. The study reported that as work family conflict increased, Job Satisfaction and organizational commitment decreased whereas turnover intentions increased. Furthermore, work family conflict was also found to be associated with psychological and physical stress like burnout, work related stress, insomnia and increased blood pressure.

McPherson (2006) studied the importance of organizational culture and role of managers for the successful implementation of Work Life Balance initiatives in the workplace. The paper utilized the findings of Work Life Balance survey of New Zealand employers conducted by EEO trust. It was identified that various barriers in the effective implementation of Work Life Balance practices were lack of top management support, inequality among employees, absence of formal written policies, inadequate resources, lack of training regarding how to manage a flexible workforce etc.
Holmes (2002), stated that Work Life Balance is increasingly recognized as a strategic issue among organizations. The main objective of the study was to depict the results of three survey conducted from 1997 and 2000 of Australian organizations. The variables used in the study were work to family interference, family to work interference, Job Satisfaction, stress, work overload and job stress. The study determined the availability, utilization and barriers associated with Work Life Balance strategies. It inferred that in order to eliminate the barriers associated with Work Life Balance effective implementation and communication of Work Life Balance strategies to employees and change in organizational culture is necessary.

Thereafter, research on Work Life Balance shifted towards identifying the impact gender, career stages and diverse professions had on Work Life Balance of employees. Studies also focused on the barriers associated with effective implementation of Work Life Balance strategies in organization. It was inferred that majority of research on Work Life Balance was undertaken in developed countries like Australia, USA, UK. There was significant lack of quality research on Work Life Balance in developing countries like India.

Baral (2011), examined that the socio demographic, technological and economic changes have forced organizations to implement family friendly policies. The study aimed to identify the present status and future prospects of Work Life Balance programs in Indian organizations. The findings of the study revealed that scope and coverage of Work Life Balance programs had increased since industrialization but still there were wide variations in the range of Work Life
Balance programs available across various organizations. Most of the provisions were provided by service and software firms. The study reflected that organizations should incorporate Work Life Balance programs as their strategic HR initiative and should encourage employees for their effective utilization to increase their productivity and commitment.

**Masood (2012),** studied the impact of various demographic factors on various factors of Work Life Balance. The study was conducted on 300 employees drawn from different places of Haryana (India). Statistical tools like ANOVA were used to test the hypothesis. The findings of the study revealed that gender, level of management and experience have significant impact on Work Life Balance of employees.

**Nair (2013),** examined the level of Work Life Balance of executives in IT industry with reference to Technopark, Trivandrum. The major findings of the study depicted that there is a problem of Work Life Balance in IT industry. It was inferred that gender and nature of jobs significantly influences Work Life Balance. The study also stated that there was positive correlation between Work Life Balance and Job Satisfaction. The study depicted that proper Work Life Balance will increase Job Satisfaction of employees which will lead to organizational growth along with development of competitive advantage for IT organizations.

**Yadav (2013),** examined the working environment of public sector banks for women employees and studied the perception of women about the initiative and policies of banks and effects of those initiatives on their lives. The main objective
of the study was to determine the Work Life Balance of women employees in public sector banks with special reference to State Bank of India, Bhopal. Chi square test was applied in the study. The findings of the study revealed that were many factors affecting the Work Life Balance of female employees such as social factors, psychological factors, working environment, type of job, Job Satisfaction, family background, schedule at home and life stage. Furthermore, it was suggested that Work Life Balance is an ongoing issue which need be addressed continuously.

Mathew (2011), in the study aimed to determine the factors influencing Work Life Balance of women entrepreneurs. The main objective of the study was to formulate a tool for measuring Work Life Balance issues experienced by women entrepreneurs of South India. Statistical tools such as factor analysis, regression, ANOVA and t-test were applied to validate the study. Five point tool consisting of 39 statements based on five factors was formulated. The study identified that the major factors influencing Work Life Balance of women entrepreneurs in India were time management, dependent care issues, social support, health and role overload. Role overload and dependent care issues were the negative predictors of Work Life Balance whereas time management, social support and health were the positive indicators of Work Life Balance. Furthermore, the study revealed that there were variations in perceptions of Work Life Balance of women entrepreneurs belonging to different categories like age, income, marital status and level of income.

Review revealed that majority of research on Work Life Balance in India had been conducted in service industries like IT, BPO with major emphasis on studying
Work Life Balance perception of women employees. There was significant lack of studies addressing Work Life Balance perceptions of doctors in Healthcare Industry.

**Sharma (2012)** analyzed the level of Job Satisfaction among physicians and the factors influencing it. Findings of the study revealed that the percentage of satisfied Indian physicians was almost similar to those of developed countries. Furthermore, the study also explored nine determinants such as working environment, opportunities which can be used to assess the Job Satisfaction level of all professionals.

The study depicted that although Job Satisfaction of Indian physicians was studied in India, but there was significant lack of studies addressing impact of Work Life Balance on Job Satisfaction of doctors working in Government and Private Hospitals.

- **Review on Work Life Balance Interventions**

**Igbinomwanhia (2012)** described that the main role of HR is to integrate Work Life Balance initiatives with organizations overall strategic planning. The study stated that HR department should communicate the information regarding various Work Life Balance initiatives to the employees and should also obtain support from top management.

**Lazar (2010)** examined the impact of Work Life Balance initiatives on individual and organizational performance. Findings of the study revealed that Work Life
Balance practices if implemented properly benefit not only the employee but the organization, society and family as a whole. It was found that proper utilization of Work Life Balance practices reduces work life conflict, absenteeism, turnover, increased control over work schedule and improved productivity.

Gunavathy (2011), identified that effective implementation of Work Life Balance initiatives had both organizational and individual advantages. The main objective of the study was to examine impact of work-life balance provisions on the employees, working in thirty leading corporate entities in Chennai. The study represented equally the three industrial sectors, namely, manufacturing services and information technology. Factors impeding Work Life Balance of employees were identified as extended work hours, work intensification, poor boundary management by the individuals, personal constraints. It was suggested that there should be vibrant HR team for innovating and implementing Work Life Balance provisions in the organizations.

Above studies postulated the impact of Work Life Balance provisions on individual and organizational performance. They also identified the measures which should be undertaken by organizations for their effective implementation. However, the studies failed to identify that which Work Life Balance interventions were considered significant by employees for balancing their work life and personal life demands in an effective manner.
• **Review on Work Life Balance and Job Satisfaction**

_Fisher (2003),_ examined the relationship between Work Life Balance of an employee and job stress, Job Satisfaction and turnover. The study developed a model of Work Life Balance and organizational outcomes. Findings of the study revealed that lack of Work Life Balance leads to job stress which in turn resulted into number of undesirable outcomes such as turnover and strain. It was suggested that along with stress reduction strategies organizations should also incorporate time management training.

_Mukururi (2014),_ examined the relationship between Work Life Balance policies and Job Satisfaction of employees working in commercial banks of Kenya. The study identified that there exists significant positive relationship between Work Life Balance policies and Job Satisfaction. The study recommended that managers of banking sector should improve the policies provided to employees in order to increase their commitment, productivity and overall Job Satisfaction.

_Omar (2010),_ stated that Work Life Balance has become one of the most important issue in today’s employment scenario. The main objective of the study was to determine the relationship between Job Satisfaction and Work Life Balance on one hand and work status congruence and work attitudes on another hand. The study was conducted on both standard workers and non standard workers of Malaysia. It was identified that positive outcomes of flexible work arrangements are work status, working hours and shifts which significantly affected Work Life Balance.
Nadeem (2009), explored the impact of work life conflict on Job Satisfaction among employees in Pakistan. The main objective of the study was to analyze the factors of work life conflict i.e. work to family interference; family to work interference; workload; stress and job autonomy. The study revealed that Job Satisfaction was significantly negatively correlated with work to family interference and family to work interference. However, it was positively correlated with job autonomy. The study recommended that top management support along with implementation of proper Work Life Balance policy was necessary to minimize work life conflict and to reduce its adverse impact on Job Satisfaction.

Saeed (2014), aimed to study the relationship between Work Life Balance, Job Satisfaction and job stress among university teachers of Gujarat. The findings revealed that there exists no relationship between job stress and Job Satisfaction. Whereas, there was significant, positive relationship between Job Satisfaction and Work Life Balance of University teachers.

Review depicted that majority of studies addressing relationship between Work Life Balance and other organizational variables was undertaken in Australia, USA, UK. There was significant lack of such studies in developing countries like India.

- Review on Work Life Balance and Job Satisfaction in Healthcare sector

Avgar (2011), examined the direct and indirect effects of Work Life Balance policies and practices on multiple stakeholder outcomes in hospitals. The study was conducted in 173 hospitals of United Kingdom in order to study organizational, patient and employee outcomes. The study proposed a model in
which the impact of Work Life Balance practices on financial performance of hospitals and patient care outcomes was mediated by turnover intentions. Furthermore, it was identified that Work Life Balance practices are very important for the proper functioning and productivity of healthcare settings.

Keeton (2007), conducted a national survey on Physicians and in order to identify the relationship between Work Life Balance, career satisfaction and burnout. The main objective of the study was to determine the major predictors of career satisfaction, burnout and Work Life Balance. The study identified that burnout is the predictor of career satisfaction of physicians whereas; Work Life Balance of physicians does not affect their career satisfaction level. The study revealed that control over work schedule, working hours, marital status and child dependents were the major predictors of Work Life Balance and burnout. One major limitation of the study was that career satisfaction, burnout and Work Life Balance were not able to capture the actual situation of physicians. Hence, there is scope for future study in this area.

Aiken (2002), conducted a multisite cross sectional survey to determine the impact of staffing levels and organizational support on health outcomes and quality of care provided by nurses. The main objective of the study was to identify the relationship between staffing levels, health outcomes and burnout of nurses in hospitals. The study revealed that low nurse-patient ratios resulted into poor quality of care, burnout and decreased job dissatisfaction among nurses. It was postulated that organizational support was very essential to solve the problem of
high work pressure and longer working hours associated with nurses by mitigating the challenges and to enhancing employer and employee outcomes.

Okoshi (2013), examined the problem of excessive work pressure among doctors supporting the healthcare system of Japan. The main objective of the study was to analyze the level of Work Life Balance, career consciousness and desire to quit their job among doctors working in Kyoto University Hospital, Japan. The study identified the problem of excessive work pressure among female doctors as compared to male doctors as they have to take care of household chores, children and dependents as well. The findings of the study suggested the requirement of gender equality, labor management and environmental rearrangements for ensuring that doctors can continue to enhance their careers while maintaining an ambitious attitude.

Ramasodi (2010), described the relationship between productivity, absenteeism, turnover and Job Satisfaction of healthcare professionals. The main objective of the study was to identify the factors determining Job Satisfaction of doctors working in South Rand Hospital. Findings of the study revealed that authority, relationship with colleagues, career growth opportunities are the major factors which have significant positive association with Job Satisfaction. It was suggested that effective implementation of HR policies and continuous job enrichment are necessary for enhancing the satisfaction of individuals, organization and improvement of healthcare services in the hospital.
Azeem (2014), depicted that there exists significant relationship between Work Life Balance, Job Satisfaction and organizational commitment of healthcare employees. Work Life Balance was measured using a scale developed by Chaney (2007) and Gutak et. al. (1991). Whereas, Job Satisfaction was measured using Minnesota Satisfaction Questionnaire (MSQ).

Heiligers (2000), aimed to examine the relationship between career preferences and Work Life Balance of medical specialists. The findings of the study indicated that career preferences of male and female medical specialists were very diverse. The study identified that female MDs had a reference for career change with respect to working hours. Hence, HR policies in terms of flexibility, time reduction of the hospitals need to be developed regularly in order cope up with such changing preferences.

Malik (2010), examined the effect of Work Life Balance and Job Satisfaction on the turnover intentions of doctors in Pakistan. Correlation, t test and multiple regression were used to analyze the study. The key findings of the study revealed that doctors who were able to balance their work and life activities in better way were more satisfied with their jobs and had less intention to leave the organization.

Malik et.al. (2010), aimed to evaluate the impact of Burnout, Work Life Balance, work life conflict and Job Satisfaction on turnover intentions among doctors working in hospitals of major cities in Pakistan. SPSS 15.0 and AMOS 16.0 were used for analysis of data. The findings of the study revealed that there was no significant effect of burnout at work on doctors Work Life Balance whereas it had
significant effect on the work life conflict and Job Satisfaction of doctors. It was concluded that greater the burnout at work, greater will be the conflict in managing work and life activities resulting in job dissatisfaction.

**Tikare (2009),** in the study titled “Human Resource Management Practices in Hospitals and its Impact on Employee Satisfaction” aimed to examine the human resource practices available in hospitals and their influence on employee satisfaction. The findings of the study revealed that the main problem of hospitals in India was lack of “efficiency and effectiveness”. Furthermore, the formulation and implementation of HR policies and issues related to Job Satisfaction of employees were not taken seriously by HR department.

**Baba (2012),** identified the reasons of role stress among doctors working in government hospitals and also determined the difference in the level of stress among male and female doctors. Organizational Role Stress Scale (ORS) developed by Prof. Udai Pareek(1981) was used to collect data through convenience sampling method. The study revealed that heavy workload, time pressure, poor administration, work/home conflict, work during nights at least twice a week, patient’s expectations and emergencies, are the major contributors of organizational role stress among doctors. Furthermore the study depicted that male doctors experienced greater role stress as compared to female doctors.

**Maadan (2008),** explored the demographic determinants of Job Satisfaction. The main objective of the study was to determine the level of Job Satisfaction among medical faculties and residents of a tertiary care hospital. The study revealed that
doctor’s derive their satisfaction from work itself. However, the study identified that salary, lack of incentives, poor working environment followed by inadequate infrastructural facilities were the major reasons of job dissatisfaction among doctors. It was inferred that Job Satisfaction among younger doctors was greater as compared to senior ones. The study concluded that job content of the medical profession should be enhanced along with improved facilities at tertiary care hospitals.

Khattak (2012), examined the patient satisfaction level in public and private hospitals of Pakistan. The findings of the study revealed that patients receiving medical assistance in private hospitals were more satisfied as compared to those receiving in government hospitals of Peshawar. The study suggested that waiting time of patients should be reduced in both types of hospitals.

Review related to Work Life Balance and Job Satisfaction of healthcare professionals revealed that in India there was significant lack of research focusing on this issue. Furthermore, majority of research focused on identifying the level of Work Life Balance, role stress, Job Satisfaction, turnover intentions and burnout of healthcare employees without considering the type of healthcare segment in which they were employed.

3.2.3 Findings of Literature Review

The literature review highlighted some conceptual and methodological issues which serve as a source of guidance for future research. Table 3.2 illustrates the major findings of literature review and also describes the scope for future research:
Table 3.2 Findings of Literature Review

<table>
<thead>
<tr>
<th>Research Question</th>
<th>Main Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How research papers on Work Life and Job Satisfaction are placed in time?</strong></td>
<td>Publication of research papers had peaked from 2009 onwards which could be due to rapid technological and demographic changes taking place in the workplace due to which Work Life Balance and Job Satisfaction has become an important issue nowadays.</td>
</tr>
<tr>
<td><strong>Which countries were chosen for selection of sample by the selected articles of research?</strong></td>
<td>Review indicates that during the past few years’ research on Work Life Balance was very popular in Australia, USA, UK and New Zealand. However, there was significant lack of studies addressing Work Life Balance and Job Satisfaction among developing countries like India.</td>
</tr>
<tr>
<td><strong>What research methods and data have been used?</strong></td>
<td>The most common research method was statistical analysis performed using correlation and regression techniques. However, majority of the studies employed a sample size of less than 200.</td>
</tr>
<tr>
<td><strong>What had been studied about Work Life Balance and Job Satisfaction in previous research studies?</strong></td>
<td>Major attention of researchers was directed towards studying the level of Work Life Balance of female employees in call centers, nurses, and the impact of Work Life Balance interventions on organizations performance. There was significant lack of research addressing relationship between Work Life Balance and Job Satisfaction among doctors of Government and Private Hospitals.</td>
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</tbody>
</table>
### 3.2.4 Literature Review Summary

Table 3.3 depicts literature review summary:

<table>
<thead>
<tr>
<th>S. No</th>
<th>Dimensions</th>
<th>Title</th>
<th>Author &amp; Sample Period</th>
<th>Research Method</th>
<th>Data Source &amp; Sample Size/Meth</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Work Life Balance</td>
<td>Sources of conflict between work and family roles</td>
<td>Greenhaus and Beutell (1985)</td>
<td>Conceptual</td>
<td>Secondary data</td>
<td>The findings of the study revealed that majority of work family conflicts were due lack of time management, role participation and emotional intelligence.</td>
</tr>
</tbody>
</table>
### 5. Work Life Balance

**Family-supportive work environments: The role of organizational perceptions.**

<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
<th>Country</th>
<th>Research Methodology</th>
<th>Sample Size</th>
</tr>
</thead>
</table>

The study reported that as work family conflict increased, Job Satisfaction and organizational commitment decreased whereas turnover intentions increased.

### 6. Work Life Balance

**The role of managers in work-life balance implementation.**

<table>
<thead>
<tr>
<th>Author</th>
<th>Year</th>
<th>Country</th>
<th>Research Methodology</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>McPherson (2006), New Zealand</td>
<td>Conceptual Secondary Source</td>
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It was identified that various barriers in the effective implementation of Work Life Balance practices were lack of top management support, inequality.
among employees, absence of formal written policies, inadequate resources, lack of training regarding how to manage a flexible workforce etc.

<p>| 8. Work Life Balance | HR interventions for work-life balance: Evidences from organizations in India | Baral R. (2011), India | Conceptual data | Secondary data | The findings of the study revealed that scope and coverage of Work Life Balance programs in India had increased since industrialization but still there were wide variations in the range of |</p>
<table>
<thead>
<tr>
<th></th>
<th>Work Life Balance</th>
<th>Impact of Demographic Variables on the Critical factors of Work-Life Balance: An Empirical Study</th>
<th>Masood, et.al. (2012), Haryana (India)</th>
<th>Descriptive and Empirical, Primary Source, Sample Size: 300</th>
<th>Work Life Balance programs available across various organizations. The findings of the study revealed that gender, level of management and experience have significant impact on Work Life Balance of employees.</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>Work Life Balance</td>
<td>Study on Work-Life Balance among the Executives in IT Industry with Special Reference to Technopark, Trivandrum, Kerala</td>
<td>Nair (2013), Kerala (India)</td>
<td>Descriptive, Exploratory, Correlation, ANOVA</td>
<td>Primary Source, Sample Size: 305 The study depicted that proper Work Life Balance will increase Job Satisfaction of employees which will lead to organizational growth along with development of competitive advantage for IT organizations.</td>
</tr>
<tr>
<td>10.</td>
<td>Work Life Balance</td>
<td>Work Life Balance amongst the working women in public sector banks – a case study of State Bank of</td>
<td>Yadav, (2013), SBI Bhopal (India)</td>
<td>Descriptive and Analytical, Chi Square test</td>
<td>Primary Source The findings of the study revealed that were many factors affecting the Work Life Balance of female employees such as social factors,</td>
</tr>
</tbody>
</table>
12. **Work Life Balance**

An exploratory study on the work-life balance of women entrepreneurs in South India.  

**Mathew (2011), South India**  

**Empirical, Factor Analysis, ANOVA, t test**  

**Secondary Source, Sample size: 227**  

The study identified that the major factors influencing Work Life Balance of women entrepreneurs in India were time management, dependent care issues, social support, health and role overload.

13. **Job Satisfaction**

Determinants of Indian physicians’ satisfaction & dissatisfaction from their job.  

**Sharma (2012), Chandigarh( India)**  

**Exploratory, Univariate testing procedure**  

**Primary source, Sample size: 140**  

Findings of the study revealed nine determinants such as working environment, opportunities which can be used to assess the Job Satisfaction.
<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Researcher</th>
<th>Year</th>
<th>Study Design</th>
<th>Data Collection</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>Work Life Balance Intervention</td>
<td>Igbominwan hia (2012)</td>
<td>Conceptual Secondary source</td>
<td>The study stated that HR department should communicate the information regarding various Work Life Balance initiatives to the employees and should also obtain support from top management.</td>
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<tr>
<td>15.</td>
<td>Work Life Balance Intervention</td>
<td>Lazar (2010)</td>
<td>Conceptual Secondary source</td>
<td>Findings of the study revealed that Work Life Balance practices if implemented properly benefit not only the employee but the organization, society and family as a whole.</td>
<td></td>
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<tr>
<td>16.</td>
<td>Work Life Balance Intervention</td>
<td>Gunavathy, J.S., (2011), Chennai (India)</td>
<td>Descriptive and Analytical, Factor Analysis Primary source Sample Size: 30</td>
<td>The study identified that factors impeding Work Life Balance of employees were extended work hours, work intensification, poor boundary management by the</td>
<td></td>
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</tr>
<tr>
<td>No.</td>
<td>Title</td>
<td>Methodology</td>
<td>Reference</td>
<td>Findings</td>
<td></td>
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<tr>
<td>17</td>
<td>Work Life Balance and Job Satisfaction</td>
<td>Modelling the relationship between Work Life Balance and organisational outcomes.</td>
<td>Fisher (2003)</td>
<td>Findings of the study revealed that lack of Work Life Balance leads to job stress which in turn resulted into number of undesirable outcomes such as turnover and strain.</td>
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<tr>
<td>18</td>
<td>Work Life Balance and Job Satisfaction</td>
<td>Influence of Work Life Balance Policies on Employee Job Satisfaction in Kenya’s Banking Sector</td>
<td>Mukururi (2014), Kenya</td>
<td>The study identified that there exists significant positive relationship between Work Life Balance policies and Job Satisfaction.</td>
<td></td>
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<tr>
<td>19</td>
<td>Work Life Balance and Job Satisfaction</td>
<td>Work Status Congruence, Work-Related Attitudes, and Satisfaction towards Work-Life Balance</td>
<td>Omar (2010), Malaysia</td>
<td>Findings of the study identified that positive outcomes of flexible work arrangements are status, working hours and shifts which significantly affect Work Life Balance.</td>
<td></td>
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<tr>
<td>20</td>
<td>Work Life Balance and Job Satisfaction</td>
<td>The Impact of Work Life Conflict on Job</td>
<td>Nadeem (2009), Pakistan</td>
<td>The study revealed that Job Satisfaction was</td>
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<td></td>
<td>Research Methodology</td>
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<tr>
<td>21.</td>
<td><strong>Work Life Balance and Job Satisfaction</strong></td>
<td>Examining the relationship between Work Life Balance, job stress, and Job Satisfaction among university teachers (A case of University of Gujarat).</td>
<td>Saeed (2014), Gujarat (India)</td>
<td>Descriptive and Empirical Correlation, Regression</td>
<td>Primary Source, Sample size: 171</td>
<td>The findings revealed that there exists no relationship between job stress and Job Satisfaction. Whereas, there is significant, positive relationship between Job Satisfaction and Work Life Balance of University teachers.</td>
</tr>
<tr>
<td>22.</td>
<td><strong>Work Life Balance and Job Satisfaction</strong></td>
<td>A balancing act: Work-life balance and multiple stakeholder outcomes in hospitals.</td>
<td>Avgar (2011), UK</td>
<td>Empirical</td>
<td>Primary Source, Sample size: 173</td>
<td>The study proposed a model in which the impact of Work Life Balance practices on financial performance of hospitals and patient care outcomes was mediated by turnover</td>
</tr>
<tr>
<td>23. Healthcare Sector</td>
<td>Predictors of Physician Career Satisfaction, Work-Life Balance, and Burnout</td>
<td>Keeton (2007)</td>
<td>Descriptive and Analytical</td>
<td>Primary source</td>
<td>The study revealed that work schedule and work hours are the important predictors of Work Life Balance and burnout.</td>
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</tr>
<tr>
<td></td>
<td>Healthcare Sector</td>
<td>Aiken (2002), Canada</td>
<td>Descriptive and Empirical, Regression</td>
<td>Primary source</td>
<td>Findings of the study postulated that organizational support was very essential to solve the problem of high work pressure and longer working hours associated with nurses by mitigating the challenges and to enhancing employer and employee outcomes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hospital staffing, organization, and quality of care: Cross-national findings</td>
<td>Okoshi (2013), Japan</td>
<td>Descriptive and Empirical, Regression and Factor Analysis</td>
<td>Primary source, Sample size: 200</td>
<td>The study identified the problem of excessive work pressure among female doctors as compared to male doctors as they have to take care of household chores, children and dependents as well.</td>
<td></td>
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<tr>
<td></td>
<td>The Ideal Working Environment Required for a Successful Career Path and Work-Life Balance: Results of a survey on doctors working at Kyoto University Hospital</td>
<td>Ramasodi</td>
<td>Descriptive</td>
<td>Primary</td>
<td>Findings of</td>
<td></td>
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<tr>
<td>Research Methodology</td>
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<tr>
<td>Sector</td>
<td>Influencing Job Satisfaction among healthcare professionals at South Rand Hospital</td>
<td>(2010)</td>
<td>Source, Sample Size: 103</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and Empirical, Correlation, Chi test, T test</td>
<td></td>
<td>the study revealed that authority, relationship with colleagues, career growth opportunities are the major factors which have significant positive association with Job Satisfaction among Healthcare professionals.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Primary source, Sample size: 275</td>
<td>Findings of the study suggested that there exists significant relationship between Work Life Balance, Job Satisfaction and organizational commitment of healthcare employees.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Primary Source, Sample Size: 600</td>
<td>The findings of the study indicated that career preferences of male and female medical specialists were very diverse. The study identified that female MDs had a reference for</td>
<td></td>
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<tr>
<td>#</td>
<td>Healthcare Sector</td>
<td>Summary</td>
<td>Research Methods</td>
<td>Sample Size</td>
<td>Findings</td>
<td></td>
</tr>
<tr>
<td>----</td>
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</tr>
<tr>
<td>29.</td>
<td>Healthcare Sector</td>
<td>Examining the relationship of Work Life Balance, Job Satisfaction and turnover in Pakistan</td>
<td>Malik (2010), Pakistan Descriptive and Empirical, Correlation, t test, Multiple Regression</td>
<td>204</td>
<td>The key findings of the study revealed that doctors who were able to balance their work and life activities in better way were more satisfied with their jobs and had less intention to leave the organization.</td>
<td></td>
</tr>
<tr>
<td>30.</td>
<td>Healthcare Sector</td>
<td>‘Developing and Testing a Model of Burnout at Work and Turnover Intentions among Doctors in Pakistan’</td>
<td>Malik, Khan (2010), Pakistan Descriptive and Empirical, Correlation and Multiple Regression</td>
<td>300</td>
<td>The findings of the study revealed that there is no significant effect of burnout at work on doctors Work Life Balance whereas it has significant effect on the work life conflict and Job Satisfaction of doctors.</td>
<td></td>
</tr>
<tr>
<td>31.</td>
<td>Healthcare Sector</td>
<td>Study on Human Resource Management Practices in Hospitals and its Impact on Employee Satisfaction</td>
<td>Tikare (2009), India Descriptive and Exploratory, Factor Analysis</td>
<td>12</td>
<td>The findings of the study revealed that the main problem of hospitals in India was lack of “efficiency and effectiveness”. Furthermore, the</td>
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<td></td>
<td>Research Methodology</td>
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</tbody>
</table>
| 32. | **Healthcare Sector**  
Workplace Stress among Doctors in Government Hospitals: An Empirical Study | Baba Ifrana, (2012), India  
Descriptive Primary source  
Sample Size: 73 |
|   | The study revealed that heavy workload, time pressure, poor administration, work/home conflict, work during nights at least twice a week, patient’s expectations and emergencies, were the major contributors of organizational role stress among doctors. |
| 33. | **Healthcare Sector**  
Job Satisfaction among Doctors in a Tertiary Care Teaching Hospital | Maadan (2008), AIIMS, New Delhi, India  
Descriptive and Empirical, Correlation, Regression  
Primary source, Sample Size: 82 |
|   | The study identified that salary, lack of incentives, poor working environment followed by inadequate infrastructural facilities were the major reasons of job dissatisfaction among doctors. |
It has been evident from literature review that Work Life Balance has emerged as an important issue for both the employees and organizations. It has recognized as a strategic HR issue and an important factor determining employee’s decision to continue with the organization. With time, organizations have started implementing various welfare measures and Work Life Balance programs to uplift the morale, satisfaction and commitment of employees.
Findings of the literature review revealed that though the issue of Work Life Balance has been widely discussed in United Kingdom, USA, Australia, New Zealand and other countries of the world, yet in developing countries like India, not much research has been done. Thus, it has identified that there is significant gap in between international and Indian scenario on this issue.

Furthermore, in India majority of research on Work Life Balance has been conducted in IT, BPO industry, call centers and among nurses. Most of the studies focused on identifying the perception of Work Life Balance among female employees. There was significant lack of studies addressing the impact of other demographic variables like marital status and age on Work Life Balance.

It has been observed by the researcher that 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. Another challenge which has been identified from literature review is to deal with the problems doctors are facing such as heavy work load, night shifts along with administrative burdens.

The review also depicted that although Job Satisfaction of Indian physicians have been studied in India, but there is significant lack of studies addressing impact of Work Life Balance on Job Satisfaction of doctors. Furthermore, majority of research focused on identifying the level of Work Life Balance, role stress, Job Satisfaction, turnover intentions and burnout of healthcare employees without considering the type of healthcare segment in which they were employed.
Since hospitals are facing rapid technological and organizational changes therefore it is the need of the hour that hospitals should start formulating various Work Life Balance provisions and strategies to help doctors in managing their work life and personal life responsibilities. Thus, this study aimed to provide the right direction to this wave of growth.

Given the noticeable lack of studies addressing Work Life Balance and its impact on Job Satisfaction among doctors of Government and Private Hospitals, the present study is an attempt to address this gap in literature. Hence, the focus of study is on:

“Work Life Balance and Job Satisfaction: A Comparative study of Doctors in Government and Private Hospitals”

Work Life Balance and Job Satisfaction of doctors working in Government and Private Hospitals are of paramount importance for the betterment of doctor’s personal and professional life, quality of patient care and hospital’s performance and productivity. Therefore, the main aim of this study will be to examine the perception and awareness of doctors working in Government and Private Hospitals towards Work Life Balance and Job Satisfaction and comparatively analyze the data to draw conclusion.
3.4 Significance of the study

- To the Healthcare Industry

Since the main aim of this study was to determine the Work Life Balance and Job Satisfaction of Doctors in Government and Private Hospitals, this study will prove to be beneficial for the Healthcare Industry. Hospitals which are the major segment of healthcare industry will come to understand the perception of doctors towards Work Life Balance and how it influences their Job Satisfaction. The study will help hospitals to plan and implement various Work Life Balance provisions to enhance Job Satisfaction of doctors and productivity of the organization.

- To the Researcher

The research proved to be very beneficial for the researcher as it helped her to gain new insights regarding the issue of Work Life Balance and Job Satisfaction of doctors working in Government and Private Hospitals. The study enabled the researcher to learn the basic intricacies of carrying out research effectively.

- To the Academicians and future researchers

The study will also be helpful for academicians, researchers and students whose area of interest is HRM and its related aspects such as Work Life Balance and Job Satisfaction for undertaking future research studies.
3.5 Objectives of the study

Objectives of the study are as follows:

- To identify the level of Work Life Balance among doctors working in Government and Private Hospitals.

- To examine the level of Job Satisfaction among doctors working in Government and Private Hospitals.

- To compare the level of Work Life Balance and Job Satisfaction among doctors working in selected Government and Private Hospitals.

- To determine the relationship between Work Life Balance and Job Satisfaction.

- To find out the demographic factors which are responsible for differences in the level of Work Life Balance.

- To study the factors disturbing Work Life Balance of doctors and also to determine the major problems associated with Work Life Balance.

- To identify various Work Life Balance Provisions offered by Government and Private Hospitals and to assess the attitude of doctors towards them.
3.6 Hypotheses of the study

Ryan, Scapens and Theobald (1992) defined hypothesis as “a tentative statement regarding the elucidation of any given problem that require to be verified on some logical base.” Hypotheses of the study are as follows:

- **Hypothesis 1:**
  
  $H_{01}$: There is no significant difference in the level of Work Life Balance among doctors working in Government and Private Hospitals.
  
  $H_{a1}$: There is a significant difference in the level of Work Life Balance among doctors working in Government and Private Hospitals.

- **Hypothesis 2:**
  
  $H_{02}$: There is no significant difference in the level of Job Satisfaction among doctors working in Government and Private Hospitals.
  
  $H_{a2}$: There is a significant difference in the level of Job Satisfaction among doctors working in Government and Private Hospitals.

- **Hypothesis 3:**
  
  $H_{03}$: There is no significant relationship between Work Life Balance and Job Satisfaction.
  
  $H_{a3}$: There is a significant relationship between Work Life Balance and Job Satisfaction.
• **Hypothesis 4:**

**H_{04}:** There is no significant difference in the level of Work Life Balance caused by demographic factors.

**H_{a4}:** There is a significant difference in the level of Work Life Balance caused by demographic factors.

### 3.7 Dependent and Independent Variables

In the present study, following independent and dependent variables have been used as depicted in table 3.4:

<table>
<thead>
<tr>
<th>Table 3.4 Variables of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Independent Variable</strong></td>
</tr>
<tr>
<td>Work Life Balance</td>
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<tr>
<td></td>
</tr>
<tr>
<td>Dependant Variable</td>
</tr>
<tr>
<td>Job Satisfaction</td>
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</tbody>
</table>
3.8 Scope of the study

The scope of the study named ‘Work Life Balance and Job Satisfaction: A Comparative study of Doctors in Government and Private Hospitals’ is confined to all the selected Government and Private Hospitals of Delhi, Jaipur and Lucknow. The Government Hospitals selected for the study are Safdargung Hospital, Delhi, Sawai Man Singh Hospital, Jaipur, Gandhi Memorial and Associated Hospital, Lucknow. Private Hospitals selected for the study are Indraprastha Apollo Hospital, Delhi, Santokba Durlabhji Memorial Hospital, Jaipur, Sahara Hospital, Lucknow.

3.9 Research Design

De Vaus (2001) suggested that research design refers to the overall strategy selected to integrate the different components of the study in a coherent and logical way. It constitutes the blueprint for the collection, measurement, and analysis of data. Good research design constitutes minimizing the biasness and maximizing the reliability of collected data for analysis. This study has used descriptive and empirical research design. Descriptive research design was used to describe the collected data and demographic profile of the population for the study. It helped to get answers of who, what, where, when and how for the research. Empirical research design helped to investigate into a problem which provides insights to the researcher to decide method of data collection, sample size.
The study is a comparative analysis of the level of Work Life Balance and Job Satisfaction of doctors working in selected Government and Private Hospitals of Delhi, Jaipur and Lucknow. The descriptive and empirical research design was adopted to identify the level of Work Life Balance and Job Satisfaction and also to determine the comparative analysis based on the data collected through questionnaires.

3.10 Sampling Technique

Sampling technique is a very important tool in behavioral research as it is not possible to study the entire population and in health care sector it is not feasible as well. It also helps to save time, energy and money therefore adopting a suitable technique to obtain a representative and valid sample from the population becomes necessary. **Stratified Random Sampling Method** was employed to collect data for the study.

**Universe** of the study comprised of doctors working in Government and Private Hospitals of Delhi, Jaipur and Lucknow. **Area of survey** constitutes Delhi, Jaipur and Lucknow. The population was divided into strata sector wise i.e. Government Hospital and Private Hospital. Furthermore the population was also divided area wise i.e. Delhi, Jaipur and Lucknow. After that sample was collected through Simple Random Sampling method from each homogenous strata of Government Hospitals and Private Hospitals. Table 3.5 depicts the Sampling Technique and Strata Size:
### Table 3.5 Sampling Technique and Strata Size

<table>
<thead>
<tr>
<th>Name of the Hospital</th>
<th>Category</th>
<th>City</th>
<th>Population of Doctors</th>
<th>Sample Drawn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safdargung Hospital and Vardhman Mahavir Medical College</td>
<td>Government Hospital</td>
<td>Delhi</td>
<td>350</td>
<td>43</td>
</tr>
<tr>
<td>Indraprastha Apollo Hospital</td>
<td>Private Hospital</td>
<td>Delhi</td>
<td>270</td>
<td>44</td>
</tr>
<tr>
<td>Sawai Man Singh Hospital and Medical College</td>
<td>Government Hospital</td>
<td>Jaipur</td>
<td>225</td>
<td>47</td>
</tr>
<tr>
<td>Santokba Durlabhji Memorial Hospital and Medical Research Institute.</td>
<td>Private Hospital</td>
<td>Jaipur</td>
<td>220</td>
<td>48</td>
</tr>
<tr>
<td>Gandhi Memorial and Associated Hospital (KGMC)</td>
<td>Government Hospital</td>
<td>Lucknow</td>
<td>250</td>
<td>45</td>
</tr>
<tr>
<td>Sahara Hospital</td>
<td>Private Hospital</td>
<td>Lucknow</td>
<td>230</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>1545</strong></td>
<td><strong>270</strong></td>
</tr>
</tbody>
</table>

**Source:** Primary Data

Out of the total number of doctors i.e. 1545, the sample size of 270 doctors was selected for the study. This sample size constituted approximately 18 percent of the universe of the study.

**Parameters for selecting the hospitals were as follows:**

a. Location of Hospitals

b. Number of Patients being served

### 3.11 Sample Size

The sampling plan for the study was determined keeping in view the background of the study. Total 300 questionnaires were circulated, out of which 270
questionnaires were included in the study. Remaining 30 questionnaires were not properly filled and hence were not included in the study. As a result the sample size of the study constituted 270. Table 3.6 postulates the sample size of the study:

**Table 3.6 Sample Size of Study**

<table>
<thead>
<tr>
<th>City</th>
<th>No. of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sector</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Government Hospital</td>
<td></td>
</tr>
<tr>
<td>Delhi</td>
<td>43</td>
<td>44</td>
</tr>
<tr>
<td>Jaipur</td>
<td>47</td>
<td>48</td>
</tr>
<tr>
<td>Lucknow</td>
<td>45</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>135</td>
<td>135</td>
</tr>
</tbody>
</table>

**Source:** Primary Data

### 3.12 Data Collection

The task of data collection begins after the research problem has been defined and the research design has been determined. Data collection is the process of collecting and analyzing the information on variables selected for study, in an established systematic procedure that enables one to answer the research question, test the hypothesis and analyze and interpret the outcomes.

- **Primary data** are those which are collected afresh and for the first time, and thus happen to be original in character. Primary data is collected by questionnaires, observation and discussion. For the study all three methods have been used for data collection. Questionnaires were filled by the doctors working in selected Government and Private Hospitals of Delhi, Jaipur and Lucknow. Primary data was collected through questionnaires
from 270 respondents. The division of data collection was on the following basis:

**Government Hospital: 135 respondents**

**Private Hospital: 135 respondents**

➢ **Tools for Data Collection**

The Questionnaire used for data collection consisted of four sections namely:

**Section A:** Section A included questions related to Demographic Profile of Respondents.

**Section B:** Section B consisted of Statements on Work Life Balance.

The Work Life Balance Scale used for the study was formulated using the scale adapted by Hyman (2005) originally developed by Fisher (2001). Five point Likert scale was used ranging from 1= strongly disagree, 2= disagree, 3= uncertain, 4= agree, 5= strongly agree for first four statements and vice versa for next five statements. Dimensions of Work Life Balance included in the scale were:

- Time Management
- Work Overload
- Life Satisfaction
- Career Satisfaction
- Work Interference with Personal Life (WIPL)
- Personal Life Interference with Work (PLIW)
• Physical and Mental Stress
• Organizational support
• Higher Education and Training opportunities

**Section C:** Section C consisted of questions related to provision of various Work Life Balance provisions provided by the hospitals along with one open ended questions to determine the view of respondents on Work Life Balance. Five point Likert scale was used ranging from 1= strongly agree, 2= agree, 3= uncertain, 4= disagree, 5= strongly disagree. Various Work Life Balance provisions included were:

• Flexible working hour
• Job sharing
• Annual hour system
• Career breaks
• Carer’s leave
• Maternity leave
• Child care
• Employee Assistance Program
• Employee Wellness Program
• Family support program
• Counseling Services

**Section D:** Section D consisted of Statements on Job Satisfaction. Five point Likert scale was used ranging from 1= strongly disagree, 2= disagree, 3=
uncertain, 4= agree, 5= strongly agree. One open ended question was also included in the section. Dimensions of Job Satisfaction included were:

- Job Security
- Availability of Hospital Resources
- Work Environment
- Salary
- Opportunities for Career growth
- Working Relationship with colleagues
- Rewards and Recognition
- Responsibility and Authority
- Organizational Benefits

Secondary data are those which have been collected by someone else and have already passed through some statistical process. For the study, secondary data was collected through various published and unpublished sources which are as follows:

- Government Reports
- Committee Reports
- Hospital Records
- Referred Published Literature
• Books
• Journals
• Magazines
• Newspapers
• Websites

### 3.13 Statistical Tools for Data Analysis

The data collected was recorded systematically in MS Excel worksheet for further analysis. For the study; IBM SPSS 22 (Statistical Package for Social Sciences) has been used for analysis. The data was placed in tabular form and bar graphs were drawn on the basis of which comparison can be made among the selected Government and Private Hospitals.

Data Analysis is the method of inspecting and transforming data in order to examine each component of the data provided. This is helpful to derive useful information, obtain conclusion and make suggestions. Following are the steps of statistical data analysis used in the study:

<table>
<thead>
<tr>
<th>Data Processing</th>
<th>Statistical Analysis Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Editing</td>
<td>• Cronbach’s Alpha Reliability Test</td>
</tr>
<tr>
<td>• Coding</td>
<td>• Kaiser-Meyer-Olkin (KMO) and Barlett’s Test</td>
</tr>
<tr>
<td>• Classification</td>
<td>• Descriptive Analysis</td>
</tr>
<tr>
<td>• Tabulation</td>
<td>• Rank Analysis</td>
</tr>
<tr>
<td></td>
<td>• Inferential Analysis/Testing of Hypotheses</td>
</tr>
</tbody>
</table>
3.13.1 Data Processing

Data Processing is basically a method of converting raw data into useful information through a step by step process. Following steps were used for data processing in the study:

a. **Editing**: This involved carefully scrutinizing the collected data in order to check that the data was error free and correct with readable responses.

b. **Coding**: Coding involved assigning numbers to various items in a questionnaire. Coding was given on Five Point Likert Scale ranging from 1 to 5 using SPSS and MS Excel worksheet 2007.

c. **Classification**: The collected data was classified into Government sector hospitals and Private sector hospitals.

d. **Tabulation**: After editing the collected data was summarized in tabular form in order to present the overall view of findings in a simpler way and to carry out further analysis.

3.13.2 Statistical Analysis

For data analysis and hypothesis testing the data was categorized on the basis of variables and dimensions included in the study. This was done using statistical analysis techniques to make the finding more clear, precise and useful. Statistical analysis was conducted in following two ways:
Descriptive Statistical Analysis

Descriptive Statistics is used to describe the basic features of the collected data. Researcher determined dimension wise frequency, percentage and mean on coded data using IBM SPSS 22. Demographic structure of the respondents was analyzed through tables and Figures formed using MS Excel sheet 2007. Rank Analysis was performed to identify the reasons that hinder the respondents in balancing their work life and personal life commitments. And also to determine the problems faced by respondents due to disturbed Work Life Balance. Furthermore, Rank Analysis was also employed to determine the significance of Work Life Balance Provisions by calculating weighted mean. Descriptive Statistical Analysis tools used in the study are as follows:

- Cronbach’s Alpha Reliability Test
- Kaiser-Meyer-Olkin (KMO) and Barlett’s Test
- Frequency Distribution
- Mean
- Rank Analysis
- Weighted Mean

Inferential Statistical Analysis

Inferential Statistics describes and make inferences about the population using the sample data. Inferential Statistical tools used for hypothesis testing in the study are as follows:
- **Pearson Correlation:** Correlation analysis is used to describe the strength and direction of linear relationship between two variables. Pearson correlation is designed for interval level (continuous) variables.

- **Regression:** The regression represents prediction of a dependent variable from independent variable. When independent variable is correlated with the dependent variable this analysis is used.

- **Independent t test:** Independent t Test is basically used to compare the mean score, on some continuous variable, for two different groups of subjects.

- **One way ANOVA:** One way Analysis of Variance is used when there is one independent (grouping) variable with three or more levels (groups) and one dependent continuous variable.

Pearson Correlation and Regression were applied to identify the relationship between Work Life Balance and Job Satisfaction among doctors working in Government and Private Hospitals. Independent sample t test has been conducted to determine the difference in the level of Work Life Balance and Job Satisfaction among doctors working in Government and Private Hospitals.

Independent sample t test was also used to determine the difference in the level of Work Life Balance caused by demographic factors i.e. gender and marital status. However, ANOVA was used to identify the impact of age on Work Life Balance.
3.14 Pilot Study- Reliability and Validity

- Reliability Test: Cronbach’s alpha

Reliability is the degree to which an assessment tool produces stable and consistent results. The researcher had identified the “Cronbach’s alpha” or ‘the reliability coefficient” in Pilot study on the responses through scale based questionnaires using IBM SPSS 22.

Cronbach’s Alpha is a measure of interior reliability. It is most commonly used method to measure reliability when Likert scale based questions are present in a questionnaire. According to Nunnaly (1978) “Cronbach’s alpha must be 0.700 or above.” Although the sample size of the study was 270, the pilot study was conducted on the responses of 50 respondents. The researcher determined Cronbach’s reliability coefficient for both Work Life Balance scale and Job Satisfaction scale.

Table 3.7 Pilot Study-Reliability Statistics –Results of Cronbach’s Alpha on Work Life Balance scale

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.706</td>
<td>.702</td>
<td>9</td>
</tr>
</tbody>
</table>

Source: SPSS 22 Result of Primary Data

Inference: Table 3.7, depicts that Cronbach’s alpha is 0.706 which indicates a high level of internal consistency for the Work Life Balance scale used in the study.
Table 3.8 Pilot Study–Reliability Statistics –Results of Cronbach’s Alpha on Job Satisfaction Scale

<table>
<thead>
<tr>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.786</td>
<td>.804</td>
</tr>
</tbody>
</table>

**Source:** SPSS 22 Result of Primary Data

**Inference:** Pilot study results in table 3.8 shows that Cronbach’s alpha is 0.786 which indicates a high level of internal consistency for the Job Satisfaction scale used in the study.

- **Content and Construct Validity with Measure of Sample Adequacy using KMO and Barlett’s Test**

Validity and reliability of the scale used for primary data collection is very necessary in pre-testing of questionnaire. Each statement designed for the study on Work Life Balance and Job Satisfaction was thoroughly examined for obtaining accurate results. Kaiser-Meyer-Olkin (KMO) and Bartlett’s test has been applied to measure the sample adequacy and strength of relationship among factors. The researcher identified that each item in the questionnaire has significance and was associated to the objectives of the study.

Table 3.9 Kaiser-Meyer-Olkin (KMO) and Bartlett’s test on Work Life Balance Scale

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>Bartlett’s test of Sphericity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>.801</td>
<td>125.317</td>
</tr>
</tbody>
</table>

**Note:** df=Degree of Freedom

**Source:** SPSS 22 Result of Primary Data
Table 3.10 Kaiser-Meyer-Olkin (KMO) and Bartlett’s test on Job Satisfaction Scale

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>Bartlett’s test of Sphericity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>.691</td>
<td>171.351</td>
</tr>
</tbody>
</table>

Note: df=Degree of Freedom

Source: SPSS 22 Result of Primary Data

KMO value must be over 0.6 for carrying out further study. From table 3.9 and table 3.10 it can be inferred that KMO measure was greater than 0.60 which shows the study was satisfactory for sample adequacy and hypothesis testing. Bartlett’s test of Sphericity must be less than 0.05 and determines the significance of the study. Table 3.9 and 3.10 show that Bartlett’s test of Sphericity value is 0.000, which is less than 0.05. Hence, the study is significant.

The chapter describes a brief overview of research followed by detailed explanation of literature review undertaken in the study. Methodology of literature review employed along with classification of research papers has presented. 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. Furthermore, the chapter also mentions the results of validity test to measure the Sample Adequacy of questionnaire used for data collection also with the results of pilot study undertaken to determine the internal consistency and acceptability of results obtained.
References


• Ramasodi, J. M. B. (2010). *Factors influencing job satisfaction among healthcare professionals at South Rand Hospital* (Doctoral dissertation, University of Limpopo (Medunsa Campus)).

