CHAPTER-I
Introduction

1.1 Work-life Balance
Maintaining a balance between one’s personal and professional life has become a prominent topic in the society. The expression Work-life Balance (WLB) was first used in the middle of 1970s to describe the balance between one’s work and personal life. In the year 1977, Kanter opined about the “myth of separate world” and called attention to the reality that work and home are inescapable linked. In past few years, there has been increasing interest in WLB in the press and in scholarly journals well as government, management and employee representative (Russel and bowman, 2000). This increase in interest is in part driven by concerns that unbalanced work-life relationships can result in reduced health and low performance outcomes for individual, families and organization.

1.2 Drivers for work-life balance policies

There are various factors which seems to be responsible for the formulation and implementation of work-life balance policies in the organization (Jennifer Redmond, Maryann Valiulis and Eileen Drew, 2006) even in recent years employers have responded positively to the demands for greater flexibility in employment practices in order to improve staff morale, retention and commitment (Forum on the Workplace of the Future 2005: 67). Indeed, some see them as imperative in order to maintain a competitive edge in the marketplace: “Against a background of a tightening labor market, the recruitment and retention of quality employees has become a major preoccupation of public and private sector employers” (Drew et al.). The presence of work-life balance policies can lead to the organization being identified as an employer of choice, ensuring that the organization will continuously attract employees. Currently, organizations in the public sector and large private sector enterprises with a significant female workforce are willing to introduce flexible working policies (Work-life Balance Network 2004: 5), although both implementation and take-up vary greatly according to the type of sector. The level
of demand, particularly in the public sector, is two-fold: it comes not only from employees, but also from the general public, who want longer opening hours for customer services.

The drivers which are responsible for the formulation and implementation of work-life balance policies can be divided into three parts: external drivers which are motivating factors outside the organization that lead it to implement work-life balance policies. These include Customer relations at a local level, Organizations that implement flexible working arrangements can respond to demands from customers at a local level for extended opening hours. The second type of drivers are called internal drivers which are motivating factors within the organization, including Employer of choice, being identified by employees and potential employees as an employer of choice. This concept has gained in popularity in recent years. The third and the last classification is called Social drivers which are those facilitating factors that exist due to the characteristics of society, or those that motivate organization due to socially responsible attitudes towards workers.

1.3. Perspectives on Work-Life Balance

Zedeck and Mosier (1990) and O’Driscoll (1996) note that there are typically five main models used to explain the relationship between work and life outside work, these are the segmentation model, the spillover model, the compensation model, the instrumental model and the conflict model. Recently interest has been focused in particular on the conflict model, especially in dual career families, although research on the spillover and compensation models continues to be widely reported.

In March 2007, a model of work-life balance was also developed by Dr Mervyl McPherson of the EEO Trust on the basis of literature review. Model define the relationships between work-life balance, discretionary effort, employee engagement and productivity on the basis of research evidence and logical argument. The model explains the relationship of work-life balance initiatives to productivity through workplace culture.
Models of work-life balance can also be enriched by the psychology of individual differences. For example, psychological theory concerned with aspects of personality can enhance our understanding for perceptions of work-life balance.

1.4. Legislative contexts for Work-life Balance Policies

There are no such defined government laws and policies for work-life balance in India yet there are various other laws which support employee’s work-life and provide some relief to the employees. For example According to Maternity Benefits Act (1961) women workers are allowed for 12 weeks paid leave for child birth. Instead of it male candidate also allowed for the paid leave of 15 days for the same. Provisions regarding maximum working hours leave and special provisions for employee’s health safety and welfare are defined in Factories Act (1948), which makes the life of the employees easy, according to act employer must also provide a crèche where more than 30 women workers are employed with children below 6 years. Yet till now no national laws are there which specifically covering rights to shared family responsibilities/ part-time workers/ home workers/knowledge-workers, the another biggest fact which seems to be practicising by Indian organizations is by-passing of legislation to circumvent laws and lack of pressure for formal policies at the organizational level to support work and family.

While, the European Union has provided the impetus to countries to address the issue of greater harmony for workers in their home and work obligations by focusing on policies around forms of parental leave. In the 1990s it set minimum standards for maternity and parental leave through the Council Directives.

Other countries also have different measures in place to facilitate work-life balance for working parents: for example Hungary, Italy, Norway, Portugal and Spain enable women to reduce their working hours in the first 9-12 months after the birth of their child. The U.K., similar to Italy, has implemented specific legislation on flexibility and work-life balance through the Employment Act 2002, which came into force in April 2003.
This legislation is too new to allow for assessment of its effects on sub-groups of the economy; however, it has the potential to be an innovative legislative response to the demand for work-life balance. In India still there is a need of some strong regulation for catering the needs of employees in the organization.
CHAPTER-II
RESEARCH METHODOLOGY AND REVIEW OF LITERATURE

PART I
RESEARCH METHODOLOGY

2.1. Need of the study

Work-Life Balance (WLB) has become perceptible as a strategic concern for the management of human resources and a significant element for employee’s retention strategy. Nowadays, healthcare organization in most developed and developing countries are facing a myriad of dramatic clinical, economic and organizational pressures. Most healthcare organization are confronted with two crucial and often opposing challenges-namely the urgent need to improve patient quality of care while also containing escalating costs. In addition, healthcare organizations have been struggling with a drastic shortage in skilled healthcare professionals.

In an effort to address these problems, this study examines the direct and indirect effects of WLB practices in various hospitals in Agra. The study of WLB practices provides employees with a greater level of work flexibility in order to accommodate family and other life responsibilities.

2.2. Research Design and Methodology

The study is descriptive, as well as analytical in nature. To make the study more meaningful and concrete, necessary data is collected from the relevant sources. Analysis of sample taken from the selected hospitals is used to draw conclusion and reveal the importance, impact and effectiveness of the Work Life Balance practices along with the awareness of work-life balance practices among the medical professionals.

In order to achieve research objectives, the study is based on primary and secondary data, which includes conducting survey through well designed questionnaires. In addition to this, personal interviews, discussions etc. are also conducted with several professionals in various hospitals.
2.3. Objectives of the Study:
The study is carried under the mentioned objectives:

- To assess the awareness of employees about work-life balance.
- To assess the importance of work-life balance as perceived by the employees.
- To know the extent of formalization of work-life balance policies in both public and private sectors.
- To assess the attitude of employees and employer towards the policies of work-life balance implemented in organizations.

2.4. Hypotheses:
The validity of the following hypotheses is tested in the present study.

H⁰¹: There is no significant difference in the perception of work life balance among the employees of both public and private sector hospitals.

H¹: There is significant difference in the perception of work life balance among the employees of both public and private sector hospitals.

H⁰²: There is no significant difference in the attitude of professionals towards the implementation of work life balance policies among both public and private sector hospitals.

H²: There is significant difference in the attitude of professionals towards the implementation of work life balance policies among both public and private sector hospitals.

H⁰³: There is no significant difference in the WLB of doctors and nurses.

H³: There is significant difference in the WLB of doctors and nurses.
2.5. Sample Design

A good sample is a true representative of the population; therefore the researcher has used the following criteria of sampling to select the respondents from the public and private sector hospitals in Agra. Total sample size of the study is 298 (145+ 153).

Table-2.1. sample design for public sector hospitals

<table>
<thead>
<tr>
<th>Public Sector Hospitals</th>
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<tbody>
<tr>
<td>S.NO</td>
<td>NAME OF THE ORGANISATION</td>
<td>POPULATION</td>
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<tr>
<td></td>
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<td>DOCTORS</td>
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<tr>
<td>50%</td>
<td>50%</td>
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</tr>
<tr>
<td>1</td>
<td>S.N.MEDICAL COLLEGE,AGRA</td>
<td>112</td>
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<tr>
<td></td>
<td></td>
<td>56</td>
</tr>
<tr>
<td>2</td>
<td>DISTRICT HOSPITAL,AGRA</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td></td>
<td>17</td>
</tr>
<tr>
<td>TOTAL = 145</td>
<td>73</td>
<td>72</td>
</tr>
</tbody>
</table>

Table-2.2. sample design for public sector hospitals

<table>
<thead>
<tr>
<th>Private Sector Hospitals</th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>S.NO</td>
<td>NAME OF THE ORGANISATION</td>
<td>POPULATION</td>
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<td></td>
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<td>DOCTORS</td>
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<td></td>
<td></td>
<td>DOCTORS</td>
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<tr>
<td>60%</td>
<td>60%</td>
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</tr>
<tr>
<td>1</td>
<td>PUSHPANJALI HOSPITAL,AGRA</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>KAMAYANI HOSPITAL,AGRA</td>
<td>10</td>
</tr>
<tr>
<td></td>
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<td>6</td>
</tr>
<tr>
<td>3</td>
<td>G.G NURSING HOME,AGRA</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>TOTAL = 153</td>
<td>18</td>
<td>135</td>
</tr>
</tbody>
</table>

2.6. Statistical tools
The data collected from the primary sources is systematically arranged and tabulated in suitable manner. In order to analyze the results, relevant statistical tools of analysis are applied which includes; Percentage, Average, Correlation Standard Deviation and Z-test. Further graphical tools are also applied to present the tabulated results and other information.

2.7. Locale of the Study

The scope of the study is restricted to:

- Doctors and Nurses working in public and private sector hospitals situated in Agra city.
- Awareness of WLB and perceived importance from the point of view of healthcare professionals.
- Further the prevalence and practices of WLB in the different areas is investigated in the present study.

PART II

2.8 A Review of Work-life Balance Research

Review of related literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypotheses, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this chapter, an endeavor has been made to provide an overview of various aspects of this study through the review of existing literature For the purpose of study, the review of literature is divided into two parts viz national studies and international studies which are given below:-

2.8.1. National Studies

Archana R. Salve, 2012, in an article “Work Life Balance and Stress Management”, emphasizes that changing economic conditions and social demands have changed the nature of work throughout the world. Originally, work was a matter of
necessity and survival. Throughout the years, the role of "work" has evolved and the composition of the workforce has changed. Today, work is widely viewed as a source of personal satisfaction. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals. The objective of this paper is to understand the various issues that have come to the forefront due to the dynamic nature of work. Researcher further state that existence of work-life balance programs can be attributed to a realization of social responsibility by the employers towards their employees or to a realization of the competitive advantage it offers to employee. The concept of Work life balance is becoming more and more relevant in a never-dynamic working environment. The role played by the individual is as important as that of the organization in managing this tumultuous see saw. One of the novel approaches to this is by the use of one's emotional intelligence. This will help people realize what they want to do, which in turn will lead to stronger organizations based on stronger values, orientations and ethics.

Priya Chetty, 2012, in an article “Importance of work-life balance” define the conceptual framework of the term work-life balance in a manner that it is mostly interpreted as the compatibility and harmony of private life and the working life (Tucholka and Weese, 2007). So, generally it is considered as the balance between different parts of life. For organizations, work-life balance is about developing working practices that benefit both businesses and their employees (Coussey, 2000). Also it is an important component of family-friendly policy formulated by the organizations to help those with family responsibilities such as support in child care and care for older people.

S.Pattu Meenakshi, Dr. K. Ravichandran (2012) in an article “A Study on Work- Life Balance among Women Teachers Working in Self-Financing Engineering Institutions”, emphasizes on teacher’s role in student’s development. Being an essential part of society they assist in creating a prosperous future. In this study the women teachers working in self-financing engineering institutions are taken as samples. Their role in work and family, factors hindering them to achieve WLB, impact of poor WLB etc., were considered as objectives of this study. Primary data was the main source of
data collected to undergo depth knowledge about the topic and to fulfill the objectives. The study have thrown light on the problems faced by women teachers in achieving WLB and accordingly suitable suggestion were provided by the researcher which would benefit both individual and the organization.

2.8.2. International Studies

Newaz, Mohammad Tanvi, Zaman, Kanij Fatama (2012) in a paper “Work-life balance: Is it still a new concept in private commercial banking sector of Bangladesh?” presents the current scenario of work-life balance in private commercial banks of Bangladesh which indicates a pessimistic approach has been adopted by the management. Apart from the multinational banks, most of the national banks are not aware of this concept and hardly have any policy regarding the work-life balance issues. At this moment, different socio-economic barriers and lack of human right awareness may support the management for not taking this issue seriously. However, if they want to achieve their business objectives through the development of the human resource then there is no alternative to develop the working lives of their workforce. This paper recommends management should consider the nature of business and background of employees they have employed and customize their policies with the participation of the employees. This paper also discusses some other recommendations considering the perspectives of both parties as well as the perspectives of Bangladesh.

Nnananyana, 2012 “To What Extent Can Employers’ Need For Flexibility And Employees’ Need For Work-Life Balance Can Reconcile”, The study seeks to draw round the significance of employers’ need for flexibility and employee’s need for work-life balance and whether they can reconcile. It also looks to explicate how Work-life balance and flexibility are regularly, though not constantly contrasting within HRM. Lately, upward market demands and organizations’ need for global competitiveness have as highlighted by Edward and Wajcman (2005:46) resulted in an increased need for global competitiveness have as highlighted by Edward and Wajcman (2005:46) resulted in an increased need for organizations to reorganize and draw from their employees’ an
utmost efficiency and that has brought about the subject of Work-life balance and Flexibility. Work-life balance depicts the need for employees to pull off and uphold a balance between their compensated vocation and life outside the organization, from childcare, leisure, household work or whatsoever their “life” entails (theworkfoundation.com) whereas Employers’ Flexibility implies the different ways in which organizations try to develop some balance works to make available to employees.

Ariel C. Avgar1, Rebecca Kolins Givan2, Mingwei Liu3, 28 JAN 2010 “A Balancing Act: Work–Life Balance and Multiple Stakeholder Outcomes in Hospitals”

This article examines the direct and indirect effects of work–life balance (WLB) practices on multiple stakeholder outcomes in hospitals. The authors examine the direct and indirect effects of WLB practices in 173 hospitals in the United Kingdom on organizational, patient care and employee outcomes. The article proposes a model in which the effects of WLB practices on patient care outcomes and financial performance are mediated by employee turnover intentions. The authors provide strong support for the potential vested in WLB practices in the healthcare setting. Results indicate that greater use of WLB practices enhances outcomes for hospitals, their employees and the patients they care for.

Valerie J. Morganson, Debra A. Major, Kurt L. Oborn, Jennifer M. Verive, Michelle P. Heelan, (2010) "Comparing telework locations and traditional work arrangements: Differences in work-life balance support, job satisfaction, and inclusion". The purpose of this paper is to examine differences in work-life balance (WLB) support, job satisfaction, and inclusion as a function of work location. The paper provides brief overview of the traditional work arrangements and their impact on work-life balance.

Boorman, 2009 in his report on health and well being in NHS staff find that women physicians tend to choose specialties and working hours that allow them to take on some domestic responsibilities. Much less attention has been given to the effects of WLB practices on other healthcare professional groups, especially other frontline staff.
Healthcare settings are notorious for fatigue, stress, burnout and high turnover. A recent report, commissioned by the UK government, examined the extremely high levels of absence due to sickness in the National Health Service. Indeed, absence rates in the NHS are significantly higher than at workplaces in the rest of the public or private sectors.

**Fleetwood, 2007, in his paper “Discourse practice gaps in work life balance: comparative case studies in the Australian construction industry”** emphasize that perspectives on work-life balance (WLB) reflected in political, media and organizational discourse, would maintain that WLB in nowadays is the prime agenda because of broad social, economic and political factor.
CHAPTER-III

PROFILE OF Healthcare Industry

The health care industry, or medical industry, is a sector within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care. Health care service is the combination of tangible and intangible aspect with the intangible aspect dominating the tangible aspect. The tangible things could include the bed, the décor, etc

3.1 Historical Background of Indian Healthcare Industry

Right from the time of Ramayana and Mahabharata, health care was there but with time, Health care sector has changed substantially. With improvement in Medical Science and technology it has gone through considerable change and improved a lot.

In between the 1950's and 1980's the Health care facilities and personnel increased substantially, but gradually due to the fast population growth, the number of licensed medical practitioners per 10,000 individuals had fallen in the 1980's to 3 per 10,000 from the 1981 level of 4 per 10,000. There were approximately ten hospital beds per 10,000 individuals in 1991. Primary health centers are majorly the cornerstone of the rural health care system.

3.2. Factors Affecting Healthcare Industry in India

The Healthcare Industry is witnessing a sudden paradigm shift in last ten year. Though this change was inevitable and the Industry has been working towards it for a decade now, this has been visible only in last few years. There are various factors which are responsible for the current pattern of healthcare industry. We can divide it into two parts i.e. Micro Variables and Macro Variables.

3.3. Regulatory Framework
The union Ministry of Health and Family Welfare (MoHFW) is responsible for the implementation of national programmes, sponsored schemes and technical assistance relating to the Indian healthcare industry. The departments which work under the Ministry are Department of Health, Department of Family & Welfare, Department of AYUSH. The autonomous institutions conduct research in various specific areas under the Ministry of Health and Family Welfare are Indian Council of Medical Research (ICMR), Indian Medical Association (IMA), Central Drug Research Institute (CDRI).

### 3.6 Profile of the Study Area

The city of Agra is in Uttar Pradesh, which is a state located in the northern part of India. It is located at a distance of about 200 kilometers from New Delhi, which is the capital city of the Indian Republic. In geographical terms, the exact location of the city is 27.10° north and 78.05° east. The city of Agra is built along the banks of the Yamuna, one of the premier rivers in the nation. The city is located at an average altitude of 171 meters or 561 feet above the sea level. The geography of Agra is such that it is surrounded by the city of Mathura on the northern side. To the south of Agra is Dhaulpur. Firozabad is located on the eastern side of the city of Agra. Fatehabad lies on the south-eastern side of Agra city. To the west of Agra lies Bharatpur. The city of Agra forms a part of the great northern plains. On the basis of landmass, Agra is the third largest city in the state of Uttar Pradesh. The total geographical area covered by Agra is 4027 Sq. km, which gives shelter to 43,80,793 people.

### 3.6.1. Hospitals and Health Centres in Agra

Health services are provided in the Public sector by the Department of Medical, Health and Family Welfare (DoMHFW) and the Agra Municipal Corporation, and in the Private sector (hospitals, nursing homes, and clinics). In addition, there are few charitable hospitals, which provide subsidized health services to the poor. Furthermore, there are Central Government health facilities, which include Railways hospitals, ESI and Cantonment hospitals and dispensaries.
3.7. A Brief Overview of Study Sample

The present study is confined to Agra City. The sample of the study is selected by means of selecting five reputed hospitals of Agra city, on the basis of convenience sampling. The hospitals selected for the purpose of study are Sarojani Naidu Medical College, Agra District Hospital, Agra, Pushpanjali Hospital and Research Centre, Agra, Kamayani Hospital and Research Centre, Agra, G.G Medical Institute & Research Centre, Agra.

CHAPTER-IV

PRESENT STATUS OF WORK-LIFE BALANCE PRACTICES IN HEALTHCARE INDUSTRY.

The present status of work-life balance practices is discussed in this chapter along with the development of WLB practices in India, challenges in the deployment of work-life balance policies is also discussed in the chapter. Internationally and locally, work-life balance has become an issue of great concern over the last decade. It represents an important concern among healthcare workers due to its crucial contribution in attaining maximum job output and optimal quality of working life.

Work - life balance has become an increasingly pervasive concern for employers as well as employees in healthcare industry. The increasing number of women in the workplace and dual career families has generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (Bharat, 2003; Komaraju, 1997; Rajadhyaksha & Bhatnagar, 2000; Ramu, 1989; Sekharan, 1992).

4.1. Historical Developments of Work-life balance practices
In view of the changes that have occurred over the decade, employers have introduced innovative practices that allow employees to find greater Work-life Balance (Friedman, Christensen, & DeGroot, 1998). Increasing attrition rates and increasing demand for Work-life Balance have forced healthcare organizations to look beyond run of the mill HR interventions. As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programmes have become a significant part of most of the organizational benefit programmes and compensation packages.

4.3. HR interventions for Work-life Balance policies (WLBPs)

Achieving work-life balance may be a priority and desire of an individual employee; however, it’s not his or her sole responsibility. Work-life balance issue has become important for healthcare organizations to consider, as noted earlier also; one of the most persistent work related challenges in healthcare is the extremely high level of employee stress, burnout and turnover associated with employees in this industry. In an order to address all these problems healthcare organizations in nowadays experimenting the number of WLB initiatives. These initiatives include a wide range of individual practices or bundles of practices that are intended to provide employees with greater control and the ability to integrate work and family responsibilities. The dominant types of policies associated with work-life balance are family leave, flexible work-time, childcare support (such as subsidies or on-site childcare), compressed working weeks, telecommuting and job sharing (Glass and Estes, 1997). It is also important to note that organizations are not same in their strategic objective which guides the adoption of WLB practices, a source of variation is also associated with desired outcomes.

4.3 Challenges to valuable deployment of Work-life Balance Policies

Although the benefits of Work-life Balance Policies (WLBPs) have been widely cited in literature, it is seen that all employees do not avail these benefits. The main challenges in the valuable deployment of work-life balance policies are existence of Family-supportive culture in the organization and resemblance between individual
requirements and organization’s solutions. Inspite of all these challenges, one most important challenge is the proper implementation of the policies and laws in the organizations.

4.4. Present Scenario of Work-life Balance Policies in India

To study the attitude of employers for the formation and implementation of work-life balance policies in organizations, present scenario of work-life balance policies in India is examined on the basis of secondary data and observation.

As a strategic response to the significant changes that have taken place in work and family spheres, various hospitals are committed to provide tools and work environment solutions to reduce work and personal life challenges and maximizing employee contributions. Apart from providing five-day working and flexible working hours, it also provides certain benefits for employees and their families. Such benefits include Hospitalization Insurance Policy, which covers reimbursement of hospital expenses, incurred due to illness/injury where all employees and their nominated dependants are covered under a floater policy of Rs. 500,000 per annum. There are various other provision for managing work-life balance offered by various organizations working in India, the options includes flexible work schedules, compressed workweeks and alternate work schedules etc.

The study of secondary reports and the analysis of primary data collected through interviews and questionnaire surveys suggest that organizations in India have certainly realized the need for work-life balance of employees and have started offering policies and programs that are more employee growth oriented and family-friendly than mere welfare and safety oriented. Although, these policies and programs differ across organizations, but has surely provide new directions for organizations in similar sectors to adopt such progressive HR initiatives to recognize and accommodate the diverse needs of the employees.
CHAPTER-V
ANALYSIS AND RESULTS

In this chapter results from statistical analysis and outcomes of hypothesis testing are presented. The demographic summary of the sample with the help of pie-charts along with detailed analysis of the data by using excel spread sheet is discussed. The present chapter is an attempt to examine the perception of work-life balance among healthcare professionals. The opinions of respondents are analyzed with the help of various statistical tools viz Mean, Standard Deviation, Z-test and Correlation. Further graphical tools have also been applied to present the tabulated results and other information. Bar-diagrams as an important graphical tool also included in the study for showing the responses of professionals.

5.1 Analysis of work-life balance among Professionals

Work-life balance plays a major role in the life of Healthcare professionals as it has great impact on their performance. In order to know the work-life balance among professionals in various public and private sector hospitals, ten parameters are used. Separate mean scores are calculated for each parameter. The combined mean 3.3 shows low to moderate level of work-life balance among the respondents.

5.2 Analysis of awareness and extent of formalization of work-life balance (WLB) Policies.

To study the awareness of work-life balance policies and to know the extent of formalization of these policies are the major objectives of the study as complete awareness regarding such policies and the proper implementation of such policies in the formal manner makes the life of professionals easy and balanced.

The response of the respondent on the existence of written work-life balance policies in the organization is not satisfactory and it does not give any cue regarding the formal implementation of work-life balance policies. The industrial and labor laws of India supports the concept of work-life balance and are helpful in managing balanced
work-life among professionals but the irony is this that poor implementation of these policies is not able to give sufficient relief to the professionals, the second most important thing is that most of the respondents are not aware with any such kind of laws.

5.3. Analysis of Perception of professionals towards the importance of work-life balance.

To know the importance of work-life balance policies in the organization, the attitude of respondents is studied towards the implementation of work-life balance practices in various public and private sector hospitals. fourteen parameters are considered for knowing the perception of respondents towards the importance of work-life balance.

The combined mean of 3.39 denotes that the perceived importance of work-life balance policies are high, people are agree with the significance of these policies and want their formal implementation in organization.

5.4 Correlation

Correlation Analysis studies the joint variation of two or more variables for determining the amount of correlation between them. In order to study the correlation between various variables like the responses of Doctors and responses of Nursing staff, responses from government sector and responses from private sector, age of respondents and work-life balance problems, the level of work-life balance and the perceived importance for WLB policies, correlation is used

- The score of correlation between the responses of Doctors and Nursing staff is 0.856161, shows high level of correlation.
- The score of correlation between the responses of respondents from both public and private sector is 0.961108, shows high level of correlation
- The score of correlation between age and responses for work-life balance related problems is 0.01981, which shows low level of correlation. It means that the problem of work-life balance is not related with the age of person.
- The score of correlation between the level of work life balance and importance of WLB policies is 0.06051, which shows low correlation, means that the level of WLB is not related with the perceived importance of work-life balance in individual life, and the policies are equally important for the people having good WLB or for the respondents working with low WLB.

5.5 Hypotheses Testing

5.5.1 Analysis of Work-Life Balance in Public and Private sector Hospitals.

In order to compare the difference in the perception of respondents for work-life balance, Z-test is performed. It is also assumed that the population from which the sample is drawn is normal. Accordingly, the hypothesis is formed and tested at 5% level of significance. The calculated value of all ten parameters is greater than the tabled value 1.96 on 5% level of significance, on the basis of this null hypothesis (H0) is rejected.

5.5.2 Analysis of professional’s perception about the importance of Work-Life Balance Policies.

To measure the attitude of professionals towards the importance of the implementation of work-life balance policies in the organization the null hypothesis framed is that There is no significant difference in the attitude of professionals towards the implementation of work life balance policies among both public and private sector hospitals along with alternate hypothesis of having significant difference in the attitude of professionals towards the implementation of work life balance policies among both public and private sector hospitals.

All fourteen parameters shows significant difference in the attitude of professionals towards the implementation of work-life balance policies in both sectors as calculated value of all fourteen parameters is greater than the tabled value 1.96 on 5% level of significance, on the basis of this null hypothesis (H0) is rejected.

Analysis of Work-Life Balance among Doctors and Nursing Staff

The null hypothesis framed for knowing the difference in the WLB of Doctors and Nursing staff along with alternate hypothesis of having significant difference in the
WLB of Doctors and Nursing staff. ten parameters are used to study the difference in the WLB of Doctors and Nursing staff. All ten parameters of work-life balance shows significant difference as calculated value of all parameters is greater than the tabled value 1.96 on 5% level of significance. On the basis of this null hypothesis is rejected.

**Analysis of perception of Doctors and Nursing Staff about the importance of Work-Life Balance Policies**

For knowing the difference in the attitude of Doctors and Nursing staff towards the implementation of work-life balance policies, fourteen parameters are added. Out of fourteen parameters five parameters shows insignificant difference while other nine parameters shows significant difference because the calculated value of nine parameters is greater than the tabled value 1.96 on 5% level of significance, on the basis of this null hypothesis (H0) is rejected

**Analysis of Work-Life Balance among Male and Female respondents**

To study the Work-Life Balance among Male and Female respondents ten parameters are used. No significant difference is found in the work-life balance of male and female respondents, because out of ten parameters only four parameters are showing significant difference, rest of the parameters are insignificant in this regard.

### 5.6 FINDINGS

- The diagrammatic representation of the awareness of work-life balance policies among professionals states that only 8% respondents are aware with the existence of work-life balance policies in the organization while 55% respondent denied for the existence of such policies and rest 37% are not aware with it.

- Based on mean score it is found that work-life balance policies are perceived to be important among professionals as the score of combined mean is 3.39.

- It is found that no formal work-life balance policies are existing in either private or public sector hospitals. Whereas there are some provisions like paid leave, holidays, maternity leaves and healthcare facilities, medical facilities, insurance
facilities etc. which are supported by various laws of India but still there is no existence of formal policy of work-life balance in the organizations

- The combined mean of 3.39 denotes that the perceived importance of work-life balance policies is high.
- It is observed that attitude of employers and management is not positive towards the implementation of work-life balance policies, as there are no formal WLB policies existing in organization.
- It is observed in the case of public sector hospitals that though there are various laws supporting the work-life of employee but because of poor implementation of such policies, the conditions are not much favorable.
- A significant difference is observed based on the Z-test value amongst the professionals, working in public and private sector hospitals about the perception of work-life balance.
- A significant difference is observed in the attitude of professionals, based on the Z-test value working in public and private sector hospitals.
- A significant difference is found based on the Z-test in the perception of work-life balance of doctors and nurses working in the various hospitals of Agra city.
- A significant difference, based on the Z-test, is observed in the attitude of doctors and nurses doctors and nurses working in the various hospitals of Agra city.
- No significant difference, based on the Z-test is found in the perception of work-life of male and female professionals working in the various hospitals of Agra city.
- A study of relationship between two variables, with the help of correlation technique brings to light that coefficient of correlation (0.01981), between the age of professionals and work-life balance indicates a low level of correlation.
- The score of correlation between the responses of doctors and nursing staff is 0.856161, which shows high level of correlation, indicating that doctors and nurses are facing almost same problems in managing work-life
CHAPTER VI
CONCLUSIONS AND SUGGESTIONS

6.1 CONCLUSIONS

Hospitals in the both public and private sector are nowadays struggling for the reduction of medical errors. In addition, financial viability has been an aspiration, many healthcare organizations have struggled to attain. Finally, much has been written about the dramatic shortage of high skilled professionals and retention challenges in healthcare. Our findings indicate that WLB practices can, to some extent, alleviate each of these pressures. In other words, increasing the ability of healthcare frontline staff to balance the intense demands of hospital work with family and life responsibilities can be beneficial to the entire system.

In addition findings indicate that awareness of work-life balance policies is not high among professionals, although people are aware of few of the policies like medical benefits, leave facilities yet a majority of them have low awareness as the percentage of people who are not aware is 55% which is quite high only 8% people are properly aware with all policies exists in the organization well the response of the respondents on the question of written work-life balance policies is not satisfactory and it does not give any cue regarding the formal implementation of work-life balance policies. Though there are some provisions like paid leave, holidays, maternity leaves and healthcare facilities, medical facilities, insurance facilities etc. which are supported by various laws of India but still there is no existence of formal policy of work-life balance in the organizations.

6.2 Suggestions and Recommendations

Making life manageable is not about how many hours you work, experts say. It's about setting realistic goals and working toward them. Experts say a balanced life is a more satisfying life, and can include both a rewarding career and time to take care of other things that matter to us. Hence work-life balance is an essential requirement of individual. Here are few suggestions for improving the condition of working in organization and for attaining Quality Work-life. Perfect balance in life is only possible when individual and organization work together as it is the responsibility of
both that’s why both parties have to make effort for achieving work-life balance. Keeping these views in mind suggestions for maintaining good work-life balance are divided in two parts, these are:-

**Organizational initiatives for maintaining work-life balance**

- There should be some provision for written policies related to work-life balance including factors like Part-time, Job sharing, shift work, staggered hours, Annualized hours, compressed hours.

- Organization should not force anyone to do extra work, though if anyone wants to do extra work voluntarily then it should be always welcomed.

- There should be plenty of back-up staff in hospitals in every department, especially in government hospitals where lack of nursing staff is a big problem.

- There should be handsome salaries for employees in the hospitals both for doctors as well as for nursing staff. In the country of 12 billion if we have a shortage of manpower, it means that we are not paying good salary and that’s why brain-drain is also a big problem for country in nowadays.

- Organizations should conduct some motivational programmes for employees. Frequent social functions, achievement and reward function can also play a role of motivator. There should also be a involvement of family in these functions.

**Individual initiatives for maintaining work-life balance**

- A balanced mind only can give good output and when we are discussing about healthcare then the thing become more crucial so to keep the mind balance some things are necessary and must be keep in consideration like working hours for both doctors as well as nurses should not exceed 8 hours per day.
• Proper diet should be maintained it also affects the working so people should eat on time and take balanced diet, instead of it when staff works in odd shifts then organizations should have to take care of their food.

• Exercise is a very good medicine and it helps us in keeping ourselves stress free so proper exercise, yoga, meditation can help in maintaining better work-life balance.

• A person should prioritize his or her work they should decide themselves that what thing is more important for them and then work accordingly. This idea will influence other person also as well as when you do it confidently, then after sometime it reduces the competition in the society and we will have comparatively more time to earn money and more time for ourselves.

• People should try to avoid a cycle of constant "delayed gratification".

• People should try to take some short breaks from 5 to 10 minutes a day to breathe or stretch between patients. Studies show short breaks actually improve productivity, so they will more than make up for the time they lose by pausing for a moment.

As any battery needs charging, likewise human battery also require the same by recreation being off work, having nice time with family can help the person in recharging but the important thing is this, that every person is responsible for his/her own work-life balance and no other body can be much effective in attaining a WLB than the individual himself or herself. Expert says that our emotion are the product of our own thoughts, we alone can control our thoughts and emotions also. So having and cultivating a faith and confidence in oneself can be the strong tool for maintaining work-life balance.