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IMPACT OF WORK LIFE BALANCE ON MORALE, SATISFACTION AND PERFORMANCE OF THE DOCTORS IN URBAN COMMUNITY

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ABSTRACT

With increasing demand in the personal life, family life vis-à-vis professional life of the Doctors seems to affect their work-life balance significantly and is linked to the lower quality of care. The core purpose of this study is to analyze the impact of work life balance (work life imbalance) on satisfaction, morale and performance of doctors working with public and private hospitals and clinics. The data were collected keeping in consideration features such as gender, age, experience, specialization, marital status, no. of children and organization type. A sample of 200 allopathic doctors is taken for the purpose of study to be collected from Indore City. The selected method for sampling in this research is non probability convenience sampling method. Data collected for the purpose of the study is of primary type. Primary data were collected through standardized self designed questionnaire. The data was analyzed by using SPSS, test applied was correlation. The result of the study reveals that work life imbalance has negative impact on satisfaction, morale and performance of doctors. Further the researcher also suggested measures to improve the work life balance of doctors.

KEYWORDS

Work Life Balance, Morale, Satisfaction and Performance.

1 INTRODUCTION

1.1 WORK

Work is the activity or effort that we put to produce or accomplish something. We work to put food on our table and roofs on our hands. We work toward the prospect of children in college and ourselves. We work because we have to. People usually understand the world of work as it related to making money. However many reasons are often cited for wanting to work, besides money which includes productivity, ambition, esteem and contribution to society.

1.2 LIFE

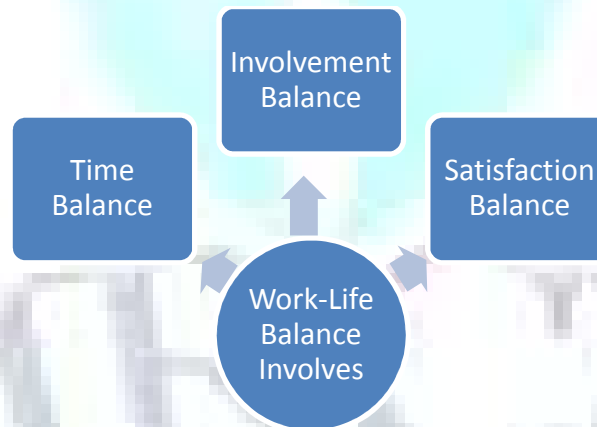
Life is more than just our age count. It is a collage of our happiness, sadness, celebrations and peacefulness to name a few work is the part of life. Life is broadly related to certain aspects like ambition, acquisition, achievements etc., which may promote stress while part of life should be taken as stress releasing agent also.

1.3 WORK-LIFE BALANCE

The expression Work-Life balance was first used in the late 1970s to describe the balance between an individual's work and personal life. Work-life balance is a broad concept including proper prioritizing between "work" (career and ambition) on one hand and "life" (pleasure, leisure, family and spiritual development) on the other.

The term 'work-life balance' describes a person's ability to effectively manage their paid work commitments with their career goals, personal, community and cultural responsibilities, interests and obligations.

There are three major aspects of work/life balance:



When the involvement in work is more, it increases the satisfaction level. As when we involve ourselves, we feel empowerment. We start owning the responsibility. From responsibility, the authority flows. And when there is balance between authority and responsibility, one ought to receive the satisfaction.

1.4 WORK-LIFE IMBALANCE

Work-Life Imbalance occurs when the pressure from one role makes it difficult to comply with the demand of the other. This means that if individuals do not feel they have a good mix and integration of work and non work roles, they experience low balance in their personal and professional life of doctors.

Employees who experience increased stress due to imbalance in Work-Life and decreased perception of control over their work and non work demands are less productive, less committed to and satisfied with, their organization and more likely to be absent or leave the organization. Individuals experiencing interference between work and personal lives are also more significantly more likely to suffer from reduced psychological well-being and physical health.

1.5 EMPLOYEE SATISFACTION

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures contend that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. It is defined as the extent to which employees are happy with their jobs and work environment.

1.6 EMPLOYEE MORALE

Employee morale describes the overall outlook, attitude, satisfaction, and confidence that employees feel at work. When employees are positive about their work environment and believe that they can meet their most important needs at work, employee morale is positive or high. If employees are negative and unhappy about their workplace and feel unappreciated and as if they cannot satisfy their goals and needs, employee morale is negative or low.

1.7 EMPLOYEE PERFORMANCE

Performance is defined as an act of performing; the carrying into execution or action; execution; achievement; accomplishment; representation by action; as, the performance of an undertaking of a duty (Brainy Quote). According to business dictionary "Job Performance is the work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement."

2. REVIEW OF LITERATURE

Roberta Maeran et.al (2013) studied the relationship between work-life balance and job satisfaction found that there is a moderate negative influence of work over family (work-family conflict), as the average value of this variable is only marginally significant. Instead, it can be noted to a more considerable extent the positive influence between work and family, and the perception that one's commitment in various areas has positive implications on other life spheres. Job satisfaction measured appears to be fairly high among respondents, and assumes a negative relationship with both work-family conflict and family-work conflict. The study reveals that Work-Family conflict negatively correlates with work-family enrichment, supportive supervision, and factors that affect job satisfaction. The negative impact of work on family is positively correlated with age, length of service, and to a lesser extent with the number of working hours.

Muhammadi Sabra Nadeem and Dr. Qaisar Abbas (2009) while studied on the Impact of Work Life Conflict on Job Satisfactions of Employees contended that job satisfaction is significantly negatively correlated with stress, work to family interference and family to work interference. However, the correlation of workload is positive and insignificant which shows that workload does not effect the job satisfaction of the employees in Pakistan. Job autonomy emerged as having a strong and clear correlation with job satisfaction, more autonomy in a job leads to higher job satisfaction among employees.

Liselotte N. Dyrbye et.al (2013) conducted a survey of U.S. Physicians and their partners regarding the impact of work-home conflict (WHC) found that greater work hours for physicians and their employed partners were independently associated with WHC. Physicians and partners who had experienced a recent WHC were more likely to have symptoms of burnout. The study reveals that WHC are prevalent among U.S. physicians and their employed partners. Long work-hours, younger age, female sex and work within an academic medical center increase the risk for WHC among physicians, while for partners, WHC appear to be driven in large part by work hours. These conflicts are strongly associated with distress and relationship dissatisfaction

K. S. Chandrasekar et.al (2013) found that there are some factors of work demand that interferes with the personal life which leads to an imbalance state, work-life balance is different based on gender and nature of jobs The study reveals that work life balance has a positive relationship with job satisfaction. The study concluded that an efficient Work Life Balance helps an employee in improving their job satisfaction and productivity. The company should focus on providing efficient Work Life Balance policies and programs to ensure proper Work Life Balance which will help them to improve the employee productivity and also to control the attrition rate.

3. RATIONALE OF THE STUDY

Today, People are not only doing work for survival but also for personal satisfaction as well. If there is no balance between the persons working life and personal life, it will affect their performance and commitment towards the organization.

If the job is stressful, it will affect the personal life of people, because emotions are always going with them and if they are not able to control it, it will get affected in their behavior and ultimately having an impact on their personal life that leads to affect their concentration on work, level of commitment to the profession, the level of satisfaction, performance, productivity and the services which they provided to the society i.e. patient dissatisfaction with the care received, Doctors not meet at time, thus the quality of life of both the service provider and service taker is affected.

In this research study, the researcher would attempt to study the impact of work-life imbalance on the morale, satisfaction and performance with special reference to Allopathic Doctors working in Hospitals and Private Clinics in urban community as it has been observed in general that work-life imbalance is comparatively more amongst doctors in urban community. The personal life, family life vis-à-vis professional life of these Doctors seems to affect work-life balance significantly. In this back-drop it is considered that if some in-depth study is carried out and cause-effect relationship is established, perhaps it would definitely improve the scenario for the common causes of this segment and finally the society in general.

4. OBJECTIVE OF THE STUDY

The objective of this research is to study the impact of work life imbalance on the morale, satisfaction and performance of doctors and to suggest the measures to improve the work life balance of doctors.

4.1 RESEARCH QUESTIONS

- What is the relationship between the work life imbalance and morale of doctors?
- What is the relationship between the work life imbalance and satisfaction of the doctors?
- What is the relationship between the work life imbalance and performance of the doctors?

5. RESEARCH METHODOLOGY

The research is descriptive in nature. Sample of 200 allopathic doctors working with public and private hospitals and clinics have been taken for the purpose of study. The type of sampling method used for the collection of data is non probability convenience sampling method. The data used for the study is of primary type. Self Designed Standardized Questionnaire is used for the purpose of primary data collection. The reliability of the statements measuring the work life balance, satisfaction, morale and performance was determined by using Cronbach's Coefficient alpha is .820, .725, .729 and .710 respectively. Data were processed through SPSS and test applied was Pearson's correlation.

6. RESULTS AND DISCUSSION

6.1 Hypotheses 1: There is no significant impact of work life imbalance (WLB) and satisfaction of doctors.

TABLE NO. 1

		WLB	Satisfaction
WLB	Pearson Correlation	1	-.791**
	Sig. (2-tailed)		.000
	N	200	200
Satisfaction	Pearson Correlation	-.791**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Table No. 1 indicates that work life imbalance is inversely related with the satisfaction of the doctors. The result shows that there is a high degree negative correlation between the work life imbalance and satisfaction of doctors. Significance value 0.00 is less than 0.05 which shows that H1 is rejected that means there is a significant impact of work life imbalance on the satisfaction of doctors. From the correlation value it is clear that satisfaction of doctors increases with the decrease in imbalances in their personal and professional life. Better balance in work and life helps to improve the satisfaction of doctors.

6.2 Hypotheses 2: There is no significant impact of work life imbalance (WLB) on morale of doctors.

TABLE NO. 2

		WLB	Morale
WLB	Pearson Correlation	1	-.677**
	Sig. (2-tailed)		.000
	N	200	200
Morale	Pearson Correlation	-.677**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Table no. 2 shows the correlation relationship between the work-life imbalance and morale of doctors. There is a moderate degree negative correlation between work-life imbalance and morale of doctors and its value is -.677. This shows that morale of doctor's decreases with the increase in imbalances in their personal and professional life. P-value is 0.00 which is less than 0.05. Hence null hypotheses H2: There is no significant impact of Work Life Imbalance on Morale of doctors is rejected. Thus it is said that there is a significant impact of work life imbalances on the morale of doctors. The result shows that lower the imbalances in the work life of doctors higher will be the morale.

6.3 Hypotheses 3: There is no significant impact of work life imbalance (WLB) on the performance of Doctors.

TABLE NO. 3

		WLB	Performance
WLB	Pearson Correlation	1	-.640**
	Sig. (2-tailed)		.000
	N	200	200
Performance	Pearson Correlation	-.640**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Table No. 3 shows the correlation relationship between the work-life imbalances and performance of doctors. There is a moderate degree negative correlation between work-life imbalance and performance of doctors and its value is -.640. This shows that performance of doctor's decreases with the increase in imbalances in their personal and professional life. P-value is 0.00 which is less than 0.05. Hence null hypotheses H3: There is no significant impact of Work Life Imbalance on performance of doctors is rejected. Thus it is said that there is a significant impact of work life imbalance on the performance of doctors. Performance of doctors having imbalances in their work and life is more affected. Better balance in work and life of doctors will help to improve the performance of the doctors.

6.4 DISCUSSION

According to this research, work life imbalances inversely affected the satisfaction, morale and performance of doctors. The research study is also supported by other researchers also Work life balance enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. (V.Varatharaj et.al (2012). Less productivity at workplace, more conflicts , absenteeism , high attrition , low morale, more stress are the major impact of work life imbalance Vijayshri Rameshkumar Mehtha (2012). Work life Balance helps an employee in improving their job satisfaction and productivity (K. S. Chandrasekar, 2013).

7. CONCLUSION

The study result reveals that there is a significant impact of work life imbalance on the satisfaction, morale and performance of doctors. Thus it is concluded that satisfaction, morale and performance of doctors decreases with the increase in imbalances in the personal and professional life of doctors. Better balance in work and life of doctors helps to improve the morale, satisfaction and performance of the doctors. Work life balance policies will help to reduce the imbalances in the work life of doctors and thus it leads to improve their morale, satisfaction and performance.

8. SUGGESTIONS

- Managing Time & Setting Priorities are prominent.
- Doctors should identify the time wasters that are consuming their time, energy and encroaching upon their prime time
- Organization should provide facility of Tele-working i.e. use of technology to allow doctors to work from home (e.g. electronic health records, access reports, scans etc. on-line)
- Flexible working time, Shift Working and Job Sharing will also help to balance a personal and professional life.
- Appointment of administrative staff to reduce administrative burden on doctors.
- Organization should organize an Specific Counseling Programs on Work Life Balance
- Training programmes should be organized for the doctors in the workplace
- Participation of Doctors in Strategy Making
- Avoid Long Working Hours for Doctors:
- Other Facilities like facility for rest room to the doctors working in different shifts in peaceful atmosphere, Provide assistance to the doctors by taking care of regular family needs like insurance bills payment, tax payment, electricity bill payment, payment of mobile phone bills, Internet bills and other routine works of the doctors that can be done online in the hospital. So that they are free from such responsibilities.
- Organization should also provide recreational benefits like holiday and vacations plan for doctors and their family members, picnics, club facility etc so that doctors will get break for some time from their routine and become reenergized and feel satisfied.

9. IMPLICATIONS OF THE STUDY

This research can be beneficial for the management of the hospitals as well as the government to improve their work life policies, benefits programs and pay structures to improve the morale satisfaction and performance of doctors which in turn helps to quality of services provided by the doctors.

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