

Perception on Organizational Policies, External Factors Influence on Quality of Work Life of Women Employees in Hospitals

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ABSTRACT

The successful performance of an employee's depends upon the support provided by the organization and policies framed. The quality of the work can be good if the employees are given freedom of work and flexibility. The work life balance plays a vital role especially in case of women as her presence is much needed in the family as well as at the workplace. So, there is a need to encourage women to balance both the responsibilities with ease. The present study focused on studying perception of women employees on organizational policies and impacting external factors on quality of work life. The study is empirical in nature. Structured questionnaire was framed and data is collected through Google form and also through personal interview. The data is analyzed through the correlation, Factor analysis and multiple regression. The data is collected from 550 respondents and data is analyzed using correlation, multiple regression and Factor analysis. The outcome of the study was that the employees always preferred friendly and comfortable work environment to render a quality service. If the environment is stressful the quality service cannot be expected. A suitable environment to balance both work and life in employees results in better treatment to patients and greater satisfaction.

Keywords: *Quality of work life, Work Life balance, Perception, Organizational Policies, External factors influence*

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1. Introduction

Employees in the mechanic world find limited time to perform many tasks at work as well as for their family. Employees experience mishaps without knowing how to balance them. Work life balance is about providing and maintaining a healthy environment which enables the individual employees to balance work and family responsibilities to strengthen the mental health of the employee and improve his effectiveness. Work-Life Balance (WLB) is the term used by the organizations to denote the balance that an employee needs between times allotted for work life and family life. Every task performed by that individual is felt at ease by giving equal importance. WLB varies over time, situation and individual personality. Both employer and employee are responsible for work life balance. But a healthy WLB environment should begin with the employer. If employer becomes a companion in employee's life rather than a controlling authority work-life balance becomes easy for the employees working in that organization. Employees also should have high concern towards the organization and they should not disregard the work and be more casual in the workplace. Present generation employees are not seeking 'jobs' but they look for 'careers'. The number of women employees looking for 'careers' is also increasing. They struggle to balance work and life in most of the situations. A good work-life balance has positive effects on wellbeing of the employees. It reduces the stress level and lowers risk of burnout and indirectly benefits the employers too. By providing an environment that supports good WLB, employers actually helping the organization to boost the productivity, attain superior performance and competitive advantage. A supportive manager understands the needs of the employees, sets an example, let employees know their options and lead them to wards growth. In this kind of environment, balancing work and life becomes easy for employees.

Indian society is a performance oriented society and also due to cut-throat competition in the industry, companies are expecting the employees to be workaholic and performance / career oriented. Long working hours, increased responsibilities at work as well as home, unreasonable expectations, new roles without adequate training cause work life imbalance. Work environment and organizations are not only the reason for work life imbalance. Extreme ambition of the employees, societal expectations, desperate for perfection in their own tasks and from the subordinates also creates imbalances in work life balance. Employees' mindset also plays a major role in balancing work and life. A study conducted by conducted by the U.S. Travel Association in the year 2018 revealed that 52% of employees don't use their holidays meant for vacation at the end of the year. They are worried about that vacation may disrupt their work and it burdens them with a backlog when they come back for work. Lack of ability to manage their time and mindset are the reasons for not taking a break. Psychologists suggest to take a break from work to reduce the stress level. Therefore it is significant to take a break from stressful work to balance work and life. Perception towards balancing work and life varies between individual to individual. Many research studies have confirmed that men also struggle to balance work and life as women.

2. Review of literature

Christian et al (2020) opined that work-life balance is an important activity for every individual working in both government organization as well as private organization in the current scenario. Organizations that are not giving importance for work life balance encounter decrease in productivity and performance of employees. Workplaces with more millennial should provide a flexible environment to their employees to avoid problems related to work life balance and keep the employees satisfied.

Vijaya Suganthi & Vijaya Kumar (2018) in their research has explained the variations amongst work life balance of government and private hospital nurses. The findings displayed that the influence of work life balance of government and private hospital nurses were with regard to the self-care, health issues, work contentment and organizational pledge. In the present scenario the work life balance concept is being understood as a vital issue by all kinds of industries. Even the health care sector also is considering it as a very critical aspect. The nursing staffs do play a very challenging role in the hospitals, their responsibilities and roles are linked with human lives, hence it could be very significant for nursing staff to have a balance in their job and personal life as well.

Netto, Nov (2018) in their study show that Unmarried working women have fewer work-life balance issues compared to married women employees.

Sharma, Yadav (2018) in the paper clearly indicates that organizational justice can encourage employee's motivation to contribute their efforts and abilities to their work

Sucharitha Suresh & Rashmi Kodikal (2017) in their research have explored the impact of work linked elements to work family conflicts and relationship between work family conflict with job satisfaction and employee turnover intentions among nursing staff. The findings displayed that majority of the nurses were having work family conflicts. The work linked forecasters were sufficient salary, relationships with colleagues, professional growth avenues, and physical amenities for patient care, good work recognition, relationship with the doctors, freedom in patient care, relationships with other in-charges, shift timings systems, job pressure and workload.

(Jensirani, Feb 2017) From the study it is found that family-friendly policies like parental leaves, job sharing arrangements, provision of child care facilities etc. should be provide in the organization so that women can be encouraged to prove their competence. The hospitals are advised to establish WLB Cell at their hospitals in order to analyze the level of their employee's expectations and perception on WLB concept.

Sonam Yadav (2016) in their study on the IT companies where the work life balance initiatives and organizational commitment. The findings of the study reveal that the various work life balance activities are considered and implemented like child care facilities and on-site crèches, maternity benefits, flexi timings, work from home option, self-managed & self-tracking, social activities & employee wellness programs which to a greater extent are yielding organizational commitment from the employees. The employees are giving best productivity and are committed in their work due the work life balance practices being implemented in the organization.

Jnaneshwar K(2016) in their study shown that there is a perfect positive correlation between work life balance and organizational support. If WLB is properly balanced, employees will be more satisfied and productive.

3. Scope of the Study

Changing scenarios in work place demand different set of strategies to balance work and life. It is one of the fascinating areas for the researchers in human resources department. This study on work life balance of women employees covers the opinion of

women employees on policies of the hospitals, their perception on quality of work life & workplace / job factors, psychological wellbeing and family-life satisfaction of women employees working in hospitals and the effect of work life balance policies.

3.1 Objectives

- To understand the opinion of women employees on Organizational policies that balances work and life.
- To understand the perception on quality of work life of women employees in hospitals.

3.2 Research Methodology

Research Methods

An empirical research was done to measure Quality of work and perception on organizational policies in the hospitals. Constructs were built up for the study were measured by various statements prepared on a 5-point Likert scale (1 = totally disagree and 5=totally agree).

Sampling and Sample Size

Final questionnaire was prepared in Google form and also through printed form. And used schedule method to collect the data. The study population consisted of women employees of hospitals. The questionnaire is circulated only among women employees all level in hospitals within the surroundings of Bangalore. Researcher collected data from 550 respondents. Data was analyzed using SPSS, Multiple regressions, Factor analysis, Correlation were used to analyze the collected data.

4. Results & Discussion

4.1 Demographic Details of the Women Employees Working in Hospitals

Table 1

		Frequency	%
Age in years	Below 25 years	197	35.8%
	25 -35 years	170	30.9%
	36 -45 years	98	17.8%
	Above 45 years	85	15.5%
Marital Status	Married	246	44.7%
	Unmarried	304	55.3%
Family Type	Joint family	187	34.0%
	Nuclear family	363	66.0%
Education	Graduate	237	43.1%
	Post graduate	92	16.7%
	Diploma	190	34.5%
	Others	31	5.6%
Experience	Less than 5 years	237	43.1%
	5-10 years	155	28.2%
	11-15 years	99	18.0%
	Above 15 years	59	10.7%
Designation	Doctor	40	7.3%
	Metron	16	2.9%
	Nursing supervisor	51	9.3%
	Nurse	272	49.5%
	Cashier	46	8.4%
	Front officer	20	3.6%
	Accountant	26	4.7%
	Others	79	14.4%

Working Ward	General	154	28.0%
	Pediatric	96	17.5%
	Emergency	62	11.3%
	Administration	65	11.8%
	Front office	41	7.5%
	ICU	64	11.6%
	Special ward	20	3.6%
	Others	48	8.7%
Nature of Job	Contract	179	32.5%
	Permanent	371	67.5%
Monthly Income	Less than Rs.10000	62	11.3%
	Rs.10000 - Rs.20000	312	56.7%
	Above Rs. 20000	176	32.0%
Total		550	100

Table 1 indicates the demographic details of the women employees participated in the study. Age, Marital status, Type of family, education qualification, experience, working in ward, designation, nature of job, monthly salary, travelling time, nature of job, monthly income are the various demographics on which data is collected.

4.2 Relationship between Demographic Profile and Quality of Work Life

Table 2

Factor	Calculated χ^2 Value	Table value	D.F	Remarks
Age	21.901	16.812	6	Significant at 1% level
Marital status	13.385	9.210	2	Significant at 1% level
Family type	15.713	9.210	2	Significant at 1% level
Educational Qualification	28.307	16.812	6	Significant at 1% level
Experience	28.307	16.812	6	Significant at 1% level
Designation	25.534	23.685	14	Significant at 5% level
Working ward	11.149	23.685	14	<i>Not Significant</i>
Nature of job	18.714	9.210	2	Significant at 1% level
Monthly Salary	5.917	9.488	4	<i>Not Significant</i>
Traveling time	21.390	13.277	4	Significant at 1% level
Average working hours	21.533	13.277	4	Significant at 1% level

The above table indicates that the calculated value is more than the table value which indicates that there is a significant relationship between age, marital status, family type, qualification, experience, and designation, nature of job, traveling time, and average working hours. But when we look at the working ward and monthly salary where the calculated value is less than table values which indicates that there is no significant relationship between working ward and monthly salary with the quality of work life.

4.3 To understand quality of work life in comparison with the quality of work life using multiple regression analysis.

Table 3

Variables	B	Std. Error	Beta	T	P
(Constant)	75.053	7.350		10.211	.000
Age	-1.393	.817	-.077	-1.706	.089
Marital status	-7.292	1.780	-.187	-4.097	.000
Family type	3.054	1.712	.075	1.784	.075
Educational qualification	-.899	.855	-.046	-1.052	.293
Experience	-3.788	.942	-.199	-4.022	.000

Designation	-1.087	.454	-.106	-2.396	.017
Ward	.423	.376	.050	1.126	.261
Nature of job	2.565	1.764	.062	1.454	.146
Work on shifts	7.797	1.861	.186	4.189	.000
Salary of women employees	-.020	1.537	-.001	-.013	.990
Average working hours in a week	.008	1.336	.000	.006	.995
Traveling time to reach work place	2.417	1.272	.083	1.901	.058

The multiple linear regression components are found statistically fit. It shows the four independent variables contribute on the quality of work life among women employees in hospitals and statistically significant at 1% and 5% level. Table 3 indicates that the co-efficient of employees' marital status, experience, designation and work on shifts were significant at 1% and 5% level. It also observed that the variables such as family type, ward, nature of job, work on shifts, average working hours in a week and traveling time to reach work place are positively associated with the quality of work life among women employees in hospitals. Further, it indicates that these variables contribute to the quality of work life among women employees in hospitals are statistically significant and implying that their influence is stronger than the further variables. From the analysis, it is inferred that the quality of work life among women employees in hospitals is positively associated with the factors like family type, ward, nature of job, work on shifts, average working hours in a week and traveling time to reach work place.

4.4 Factor Analysis to understand influence of organizational policies on the perception of women employees working in hospitals towards work life balance

Table 4 Naming of Statements Extracted

Factor	Va. No.	Variables	Rotated Factor Loadings
Empathetic	17	Increments are provided on time	.707
	18	Employees are able to take some independent decisions	.685
	16	Work hours are flexible	.680
	14	Workload allotted to me is meaningful	.657
	19	Supervisors and coworkers are supportive	.637
	20	Employees are generally happy towards hospital policies	.630
	10	Working hours are reasonable	.622
	13	Tasks allotted to me are relevant	.577
	15	Recreational facilities are good	.567
	11	Hospital provides me all the facilities	.564
Mulish	12	Resources are provided to employees to do their tasks	.525
	6	Fringe benefits are good	.743
	7	Welfare activities as per statutory	.734
	8	Promotional policies are fair	.716
	9	Rewards are based on competency and performance	.714
Invasion	5	Rewards and recognition policies are encouraging	.649
	3	Performance appraisal is timely implemented	.859
	2	Training and development is attractive	.852
	4	Compensation policies are good in my hospital	.791
	1	Recruitment and selection policies and procedures are good	.572

Table 4 indicates the results of organizational policies that influence the perception of women employees working in hospitals on work life balance. Twenty factors were considered and the opinions of the employees were recorded on these factors. Performance appraisal, training and development are having a factor value of more than 0.8 which indicates this factor have good influence on work life balance. Promotion policy, rewards on performance, compensation policies, welfare activities, fringe benefits

were also provided well in the hospital which has a greater influence on work life balance. But the relevance of work allocated, recruitment and selection policies and procedure, recreation facilities in the hospital were having less influence on work life balance. This indicates that the overall women employees are satisfied with the performance appraisal, training, welfare activities provided but they are facing much difficulty may be because repeated work, no proper recreation facilities as they need some time for relaxation and also no flexible working hour

5. Significant Findings

- The percentage of higher quality of work life was highest (46.2%) among the women employees working as a nurse in healthcare sector. So it is inferred that there is a better relationship between designation and quality of work life among the women employees in healthcare sector.
- Women employees working without shift system in hospital sector had high quality of work life than shift employees.
- Quality of work life was the highest (63.0%) among the permanent women employees in healthcare sector.
- Employees' marital status, experience, designation and work on shifts were significant at 1% and 5% level.
- Family type, ward, nature of job, work on shifts, average working hours in a week and traveling time to reach work place are positively associated and are statistically significant with the quality of work life among women employees in hospitals.
- Age, marital status, salary, educational qualification, experience and designation are not influencing the quality of work life among women employees in hospitals.
- Increments are provided to employees on time, providing freedom to employees to take independent decisions, flexible working hours, meaningful workload, supportive supervisors and coworkers, good hospital policies, reasonable working hours, relevant tasks, recreational facilities, resources to do tasks better strongly influence the behaviour of the employees.

6. Suggestions

This section presents the suggestions provided to the healthcare units / hospitals better quality of life and to accomplish work life balance among women employees.

- The women employees prefer the organizational policies with regard to recruitment & selection policies and procedures to be professional in approach. The workload should be legitimate, relevant and meaningful else the productivity decreases.
- Proper timely training and development should be provided to the employees by the organization to get maximum productivity.
- Compensation policies should be as per the labor laws, rewards and recognitions must be provided to the employees to motivate them. Performance appraisals should be conducted regularly to hike salaries and promotions.
- Timely increments are always preferred by employees which the hospitals must implement.
- Employees expect fringe benefits and welfare activities as per labor laws which has to be provided by hospitals to get good productivity. Flexi timings are preferred. Job sharing makes them stress free.
- Autonomy is given to the employees to take independent decisions which make them feel that they are more responsible.
- Superiors and colleagues should understand, and recreational facilities motivate employees in their deliverance.

7. Conclusion

The hospitals play a major role as they are rendering the health service. Employees who are involved in the hospitals are expected to work sometimes out of time boundaries. In such case the employees expect a flexible organizational policies and quality work. As the employees especially the women need to balance both work and life. So, hospitals need to consider the employees requirements as per which the policies has to be framed and also the flexibility should also be provided. If the environment is friendly and comfortable as per the need of the employees then the quality work rendered will also be more on other hand if employees are stressed and when they work in pressure quality of the work decreases. A suitable environment to balance both work and life in employees results in better treatment to patients and greater satisfaction.

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