

Original Article

Employee's Work-Life Balance Post Maternity in Healthcare Industry

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Abstract - Innovation and career opportunities are the major highlights of the Indian healthcare industry's success. The Healthcare industry has played a significant role in placing India as a powerful healthcare provider and healthcare service sector in the global arena. Women employees are playing a significant role in the development of the healthcare industry. In this regard, Nurses and Doctors play a vital role in the healthcare industry. So, it is essential to take care of their necessity and create a healthy atmosphere, and women employee faces challenges and issues when it comes to opportunities related to salary, career development and maintaining work-life balance.

Balancing work-life is turning to be the biggest challenge to working mothers as they play dual roles and responsibilities of managing the workplace, taking care of the child, and other household tasks; it will be very difficult in maintaining the balance between work and home if there is no good support from both her superiors and family environment.

This study focuses on employee's work-life balance post-maternity in the healthcare industry. Data was collected from Employees (Doctors and Nurses) who are tenured between 2 to 3 years pre- and post-maternity leave within the same organization. Primary Data was collected through a structured questionnaire, and the Snowball sampling method was adopted to identify the sample. A total of 138 respondents was taken from Multi-Specialty Hospitals located in Bangalore. To understand the employee's work-life balance post-maternity, with demographic variables, ANOVA was used. The research finding indicates that there is no significant difference in age, education, and the number of years working with the organization on employee's work-life balance post maternity.

Keywords - Work-life Balance, Women Employees, Post Maternity, Healthcare Industry

I. INTRODUCTION

Innovation and career opportunities are the major highlights of the Indian healthcare industry's success. The Healthcare industry has played a significant role in placing India as a powerful

healthcare provider and healthcare service sector in the global arena. Women employees are playing a significant role in the development of the healthcare industry. In this regard, Nurses and Doctors too play a vital role in the healthcare industry. So, it is essential to take care of

Their necessity and create a healthy atmosphere, women employee faces challenges and issues when it comes to opportunities related to salary, career development and maintaining work-life balance.

Characteristics of the job and the workplace can have a positive or negative effect on family life, while aspects of an employee's family situation can affect the employee's performance and attitudes toward work. (Byron, 2005) The availability of various flexible work arrangements will help motherhood employees maximize work-family balance, which benefits both the employee and the employer.

Work-Life Balance is defined as a means of a flexible work environment or flexible break accessible to employees. These provisions may be in accumulation to statutory rights and are generally approved to the employee to achieve the goals outside of the workplace(Hogarth, Hasluck, Pierre, Winterbotham, & Vivian, 2001)

Balancing work-life is turning to be the biggest challenge to working mothers as they play dual roles and responsibilities of managing the workplace, taking care of the child, and other household tasks. It will be very difficult to maintain the balance between work and home if there is no good support from both her superiors and family environment.

II. REVIEW OF LITERATURE

Many researchers have done on work-life balance conflicts, implementation of policies on work-life balance in other industries, but very less research has focused on healthcare industries. There was not much research on women's work-life balance post-maternity leave in the health care industry.

(Pooja, Vidyavathi, Keerti, & Mamata, 2016)In this study mainly emphasizes understood how an organization's 'Work-life balance' policies would help new mothers in balancing their work-life and



household responsibilities and to know the effect of work-life balance on organizational goals. As per the finding work-life balance benefits everyone, that is for the organization, which helps in getting recruitment, enhanced retention strategies and easy service delivery, the economy as the employment market grows skilled and highly professional employees are available to work, and employees can spend good quality time with their family as well as they can support financially. This study basically made us understand the different work-life balance policies adopted by the different organizations. (Kemmis, 2012) this study questions whether work flexibility is a mutual initiative taken by employees and their superiors. The data was qualitative data, and the sample was selected randomly. the result of this study was that amount of numerical and functional flexibility is correlated with the amount of work-life balance supports Employees concur with the employer. (G & Umesh, 2015) this study helps in identifying the stress experienced by female nurses & examines the influencing factors for the work-life balance of nurses. The study tells that the respondents faced difficulties in maintaining a balance between work and family responsibilities, and though many of them were happy with their work in helping people, they are going through stress-related health issues. Most of the respondents need flexible work arrangements and extended support provided by both hospitals management and family members to overcome stress levels to some extent and will be able to maintain a balance between professional and personal life. (Goyal, 2014) this research is to identify the factors which will help nurses and lady doctors in maintaining work-life balance., the finding of the study was that family-friendly policies like parental leaves, job share, providing facilities like childcare, etc., women would be motivated and give high productivity to the organization if it provides family-friendly policies. It is very important to understand that married women employees with children will be able to show the best performance only if they have support from the organization. (Padmanabhan & Kumar, 2016) the study focuses on how does professional and personal-related factors influence the work-life balance and work conflict of women professionals. 75 respondents from ICT organizations from Bengaluru were surveyed, the importance of WLB & WLC is dual in nature, and it does provide disturbance in motivation, balancing life, career and encouragement, job satisfaction, self-confidence, and career growth. It also discovered that less care from family & colleagues, education, frequent health problems, traveling restrictions creates an imbalance and conflict in work and lifestyle. (Kumari & Devi, 2015) this study investigates the work-life balance of female employees in few service sectors in Bangalore, and it says that the organizations have to facilitate employees by enabling more suitable work-life

balance measures for them. Maintaining a health-focused environment is important for every employee of whichever organization they belong to. it recommends that it is the responsibility of the Employer and the employees to ensure a balanced work-life style that can bring impressive results to the organization and its employees. (Ballout, 2008) conducted a study to develop and present a tentative framework to co-relate the relationships among experiences of inter-role conflict between work and family and career success. a conceptual framework was framed based on existing theoretical and empirical evidence, the framework suggests that individual-specific variables will be more likely to expect family-to-work conflict and career success, (Gupta & Sharma, 2013) the study analyses the work-life balance between married employees and unmarried employees. The result shows that they are not balancing their work stress and life stress. As it concludes, after marriage maintaining a balance between work life and housework is difficult; if the workload is reduced, then they can have a better work-life balance.

III. OBJECTIVE

To understand the employee's work-life balance post maternity.

IV. RESEARCH METHODOLOGY

This study focuses on employee's work-life balance post-maternity in the healthcare industry. Data was collected from Employees (Doctors and Nurses) who are tenured between 2 to 3 years pre-and post-maternity leave within the same organization. Primary Data was collected through a structured questionnaire, and the Snowball sampling method was adopted to identify the sample. A total of 138 respondents was taken from Multi-Specialty Hospitals located in Bangalore. To understand the employee's work-life balance post-maternity, with demographic variables, ANOVA was used.

V. DATA ANALYSIS & INTERPRETATION

The demographic profile of the nurses and doctors are listed below

Table 5.1

Demography	Category	Frequency	Percentage
Respondent	Nurses	118	85.5
	Doctors	20	14.5
	Total	138	100
Age	21-26	37	26.8
	27_32	47	34.1
	33-38	37	26.8
	39 AND ABOVE	17	12.3
Total		138	100
Highest Degree	Diploma	58	42
	Bachelor	60	43.5
	Master	19	13.8
	Doctorate	1	0.7
Total		138	100
No of years worked	6-Mar	81	58.7
	10-Jul	26	18.8
	11_14	22	15.9
	15_18	3	2.2
	Above 19	6	4.3
Total		138	100
Type of Family	Nuclear	101	73.2
	Joint	37	26.8
No of Children	1	75	54.3
	2	56	40.6
	2+	7	5.1
Childcare Arrangement	In-laws	54	39.1
	Parents	59	42.8
	Daycare	25	18.1

Table 5.1 shows the demographic profile of 138 respondents, 118 are nurses (85.5%), and 20 are Doctors (14.5%). The sample comprises qualification, work experience, type of family, no of children, and childcare arrangement.

B. Analysis of Variance for the Study Variables

ANOVA analysis has been used to know whether there is a significant difference among demographic profile of the employees (age group, Education, and Work Experience) and work-life balance post maternity.

Hypothesis 1:

Ho: There is no significant difference in work-life balance post-maternity across different age groups.

H₁: There is a significant difference in work-life balance post-maternity across different age groups.

Table 5.2.1 Indicating ANOVA for Work-Life Balance post maternity and Age Groups

Work-life balance post maternity		Sum of Squares	df	Mean Square	f	Sig
Spouse equally shares household activities	Between Groups	1.663	3	0.554	0.713	0.546
	Within Groups	104.112	134	0.777		
	Total	105.775	137			
Organization provides family-friendly policies	Between Groups	0.856	3	0.285	0.363	0.78
	Within Groups	105.289	134	0.786		
	Total	106.145	137			
Programs & policies offered by the org	Between Groups	1.039	3	0.346	0.447	0.72
	Within Groups	103.831	134	0.775		
	Total	104.87	137			
WLB policies implemented in the organization make my job easier	Between Groups	7.974	3	2.658	3.803	.012*
	Within Groups	93.649	134	0.699		
	Total	101.623	137			

*The mean difference is significant at the 0.05 level.

The ANOVA results, there are Significant differences in one item among different age groups. i.e., WLB policies implemented in the organization make my job easier (P=0.12). ANOVA results are insignificant at the 0.05 level for three items, i.e., spouse equally shares household activities (p=0.546), the organization provides family-friendly policies (P=0.780), Programs & policies offered by the org

(P=0.720). Thus age group is insignificant for Work-life balance post maternity.

Table: 5.2.2 Post Hoc Test

Tukey	HSD	Multiple	Comparisons
Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J) Sig.
WLB policies implemented in the organization make my job easier	27-32	33-38	0.554 0.016

**The mean difference is significant at the 0.05 level.*

The age group of 27-32 is more favorable to the WLB policies implemented in the organization compared to the age group of 33-38.

Hypothesis 2:

Ho: There is no significant difference in work-life balance post-maternity across different levels of Education.

H1: There is a significant difference in work-life balance post-maternity across different levels of Education.

Table 5.3.1 Indicating ANOVA for WLB post maternity and Education

		Sum of Squares	df	Mean Square	f	Sig
Spouse equally shares household activities	Between Groups	8.57	3	2.857	3.938	.010*
	Within Groups	97.206	134	0.725		
	Total	105.775	137			
organization provides family-friendly policies	Between Groups	8.591	3	2.864	3.933	.010*
	Within Groups	97.554	134	0.728		
	Total	106.145	137			
Programs & policies offered by the Organization	Between Groups	5.288	3	1.763	2.372	0.073
	Within Groups	99.581	134	0.743		
	Total	104.87	137			
Work-lifebalance policies implemented in the organization make my job easier	Between Groups	6.613	3	2.204	3.109	.029*
	Within Groups	95.01	134	0.709		
	Total	101.623	137			

**The mean difference is significant at the 0.05 level.*

The ANOVA results, there are significant differences in three items, i.e., spouse equally shares household activities (p= .010), the organization provides family-friendly policies(p=.010), WLB policies implemented in the organization make my job easier (p=.029) among different educational levels of the employees. ANOVA results are insignificant at the 0.05 level for one item, i.e., Programs & policies

offered by the org (p= .073). Thus education level is significant for work-life balance post maternity.

Hypothesis 3:

Ho: There is no significant difference in work-life balance post-maternity across different categories of work experience

H1: There is a significant difference in work-life balance post-maternity across different categories of work experience

Table 5.4.1 Indicating ANOVA for WLB post maternity and work experience

		Sum of Squares	df	Mean Square	f	Sig
Spouse equally shares household activities	Between Groups	5.323	4	1.331	1.76	0.14
	Within Groups	100.453	133	0.755		
	Total	105.775	137			
Organization provides family friendly policies	Between Groups	1.508	4	0.377	0.48	0.751
	Within Groups	104.637	133	0.787		
	Total	106.145	137			
Programs & policies offered by the org	Between Groups	3.497	4	0.874	1.15	0.337
	Within Groups	101.373	133	0.762		
	Total	104.87	137			
WLB policies implemented in the organization make my job easier	Between Groups	7.271	4	1.818	2.56	.041*
	Within Groups	94.352	133	0.709		
	Total	101.623	137			

**The mean difference is significant at the 0.05 level.*

In the ANOVA results, there is a significant difference in one item, i.e., WLB policies implemented in the organization make my job easier(p=.041) among the work experience of employees. An ANOVA result is insignificant at the 0.05 level for three items, i.e., spouse equally shares household activities(p=.140), the organization provides family-friendly policies(p = .751), and Programs & policies offered by the org (p=.337).thus there are insignificant differences in work Experience and work-life balance post-maternity

VI. FINDINGS AND CONCLUSION

The main findings of the research are:

1. Analysis of Variance among age groups indicates that there is no significant difference in work-life balance post-maternity across different age groups.
- 2.ANOVA between work-life balance and educational qualification of Respondents showed that there is a significant difference in work-life balance post-maternity across different levels of Education.
- 3.ANOVA between work-life balance and No of years working with the organization showed that there is no significant difference in work-life balance post-maternity across different categories of work experience.

VII. LIMITATION OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

Even though a sample is used from multi-specialty hospitals of the healthcare industry with a satisfactory sample size of 138, the definite characteristics of the multi-specialty hospitals who have participated might not symbolize all other hospitals of the healthcare industry. Hence, the results may not be generalized and are limited to multi-specialty hospitals in Bangalore. Certain Multispecialty Hospitals denied permission to carry out the survey as the researcher was not from a medical background which caused difficulty in achieving the target sample.

This research study is done only on Doctors and Nurses of multispecialty hospitals across Bengaluru of the healthcare industry, and future studies can also be conducted on other designations of the healthcare industry and other industries.

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