



Quality of Work Life Balance with Special Reference to M.P. Birla Hospital & Priyamvada Birla Cancer Research Institute

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Abstract: This Study focuses on the multi-specialty NABH Accredited hospital located in Satna, it evaluated employees perceptions of Quality of work life balance by analyzing the hospital's policies, techniques and practices. In the healthcare industry, employees often work under stressful and demanding conditions. The Quality of Work Life Balance (QWL) becomes essential to ensure their mental well being and professional efficiency. This study explores QWL across various Departments – HR, Registration, Insurance, Nursing, Physiotherapy, IT, Marketing, MRD, Lab Technicians, Radiology, Store and Purchase departments within a hospital environment. It examines factors such as job satisfaction, emotional well being, organizational support, work hours, family life interference. By surveying 100 employees, the study identifies department – specific challenges and purposes practical solutions tailored to improve QWL in a hospital setting. The findings contribute to organizational development and employees retention strategies. A structured questionnaire was used, and responses were analyzed using Excel-based charts and cross-tabulation. The findings reveal that while a majority are satisfied with their work-life balance, stress, mental exhaustion, and a lack of personal time affect a considerable percentage of staff—especially those in clinical roles. The study concludes with department-wise observations and offers practical recommendations for improving QWL.

Key Words: Quality of work life balance, job satisfaction, employee productivity.

1. INTRODUCTION:

Work-life balance refers to the equilibrium between an individual's work responsibilities and personal life. In hospitals, this balance is particularly sensitive due to :

- Emergency duties
- Rotational shifts
- Emotional labour
- High-pressure environments

While doctors and nurses are often the focus, departments like HR, Radiology, IT, Marketing, Lab Technicians, MRD or Insurance also play vital roles under different work dynamics. This paper seeks to understand how QWL is experienced differently across departments and recommends department-specific interventions.

In the modern healthcare environment, **Quality of Work-Life Balance (QWL)** plays a crucial role in ensuring that employees-both clinical and non-clinical are able to deliver high-quality patient care while also maintaining their personal well-being. At MP Birla Hospital, a reputed healthcare institution known for its commitment to both patient care and staff development, the importance of QWL has been increasingly recognized as a core component of organizational performance and staff satisfaction.

The hospital operates with a multidisciplinary team comprising doctors, nurses, administrative staff, technical personnel, and support staff across departments such as HR, Registration, Insurance, Nursing, Physiotherapy, IT, MRD, Lab Technicians, Radiology, Marketing, Store, and Purchase. Each department has distinct operational pressures,



responsibilities, and work patterns, which affect the work-life balance of their employees differently. For instance, nursing staff often deal with high emotional and physical stress due to patient interaction, while IT and administrative staff might face challenges related to desk-bound work and meeting digital deadlines.

MP Birla Hospital, under its HR policies and NABH (National Accreditation Board for Hospitals) quality standards, emphasizes creating a supportive work environment that promotes:

- ❖ Fair work allocation
- ❖ Predictable shift schedules
- ❖ Access to emotional and mental health support
- ❖ Encouragement for continuous professional development (CPD)
- ❖ Open communication between staff and management

Despite these efforts, the individual perception of QWL can vary significantly across departments due to differing workload, shift systems, interpersonal support, and role expectations. For example, while HR staff may benefit from regular office hours and policy-making authority, staff in the Registration or Purchase departments may feel pressure from operational targets and public interaction.

This study aims to evaluate and analyze the actual experience of QWL among employees at MP Birla Hospital, focusing on departmental variations. Understanding these differences will help the hospital identify gaps in employee well-being, enhance retention, and improve institutional performance through targeted interventions.

Ultimately, the goal is to align the hospital's mission of "Care with Compassion" not only with patients but also with the well-being and professional growth of every employee.

Quality of Work Life (QWL) refers to how well a person's job helps them meet their key personal needs while working within an organization. In healthcare settings, especially hospitals, employees face intense pressure due to long working hours, emotional demands, and patient care responsibilities. M.P. Birla Hospital and Priyamvada Birla Cancer Research Institute represent a unique blend of clinical and administrative healthcare services, making them ideal institutions for evaluating work-life balance.

Hospital staff play a vital role in healthcare services, not just as caregivers but as the foundation of the system. Maintaining their work-life balance is important for both their personal health and the smooth functioning of the organization. This study explores various dimensions of QWL including stress, job satisfaction, time management, and organizational support, with a view to identifying strengths and areas of improvement within the institution.

2. OBJECTIVES :

The primary objective of this study is to evaluate the Quality of Work Life (QWL) among employees working at M.P. Birla Hospital and Priyamvada Birla Cancer Research Institute. With the healthcare sector facing increasing challenges such as long working hours, shift duties, emotional stress, and family-life imbalances, assessing the QWL of hospital staff has become essential. This study seeks to understand how various factors such as working conditions, job satisfaction, work environment, stress levels, and employee support systems affect the overall work-life balance of employees across different departments.

- To analyze the level of satisfaction among employees regarding their work environment, compensation, job security, and personal growth opportunities.
- To offer practical suggestions and steps that can enhance the quality of work life, leading to improved employee well-being and better hospital performance.

3. LITERATURE REVIEW:

The concept of Quality of Work Life (QWL) has evolved significantly over the past few decades. Initially rooted in employee welfare and industrial relations, it has now become an essential component in organizational development, particularly in labor-intensive sectors like healthcare.



Defining QWL: Insights from Pioneers:

Walton (1973) was among the first to structure the QWL concept systematically. He outlined eight critical components: adequate and fair compensation, safe working conditions, opportunities for continued growth, constitutionalism in the workplace, work-life balance, social relevance, and total life space. These parameters emphasized that work should not only provide livelihood but also contribute to personal development and social well-being.

Hackman and Oldham (1976), through their Job Characteristics Model, further defined QWL by focusing on job enrichment. They identified five main aspects of a job — skill variety, task identity, task significance, autonomy, and feedback — which affect an employee's mental state and, in turn, their motivation and job satisfaction. Their work emphasized the significance of job design in ensuring a fulfilling work experience.

QWL in Healthcare: Stress, Fatigue, and Family Conflict

Healthcare professionals are particularly vulnerable to stress due to the nature of their jobs—high responsibility, emotional exhaustion, and life-critical decisions. Several studies (**Sharma & Dhar, 2018; Singh et al., 2020**) have highlighted chronic stress and burnout among doctors and nurses in Indian hospitals, often linked to inadequate staffing, long working hours, and poor managerial support.

Shift work, especially night and rotating shifts, has been shown to significantly contribute to fatigue and impaired cognitive performance. A study by **Suri and Tiwari (2017)** found that nurses working consecutive night shifts reported higher levels of sleep deprivation, reduced alertness, and lower QWL scores. Prolonged exposure to such routines not only affects their work efficiency but also their ability to manage personal and family commitments.

The conflict between professional responsibilities and family life has been another recurrent theme in the literature. Work-family conflict, particularly among female healthcare workers, is a leading cause of absenteeism and attrition. According to a study by **Jain and Jabeen (2019)**, Indian nurses reported considerable strain in managing dual roles due to rigid schedules, lack of flexibility, and limited support from supervisors.

Indian Healthcare Studies on QWL

In the Indian context, empirical studies on QWL have begun to gather momentum. Most research emphasizes the need for hospitals to develop structured policies to enhance employee satisfaction and reduce turnover. For instance, a study by Kumari and Sharma (2020) examining government and private hospitals in Delhi revealed that QWL is strongly influenced by interpersonal relationships, career development opportunities, and participatory decision-making.

Similarly, Subramaniam and Padma (2021) found that healthcare workers in Tamil Nadu prioritized job security, manageable workloads, and emotional support from peers over monetary compensation. These findings suggest that in the Indian healthcare setting, intrinsic motivators play a more crucial role than previously assumed.

However, it is notable that while several studies address doctors and nurses, other critical departments such as IT, HR, physiotherapy, registration, and marketing remain largely understudied. The lack of comprehensive department-wise analysis is a significant limitation in the existing body of work.

Relevant Theoretical Framework:

Several psychological and organizational theories help contextualize the QWL concept.

According to Spillover Theory, what a person experiences at work can affect their personal or family life, either in a positive or negative way. In the context of healthcare, this theory explains how high job stress can affect personal relationships, thereby reducing overall life satisfaction and QWL.

Maslow's Hierarchy of Needs is still considered a basic and important model for understanding what drives employee motivation. The theory posits that once basic physiological and safety needs are met, employees seek belongingness, esteem, and self-actualization. Applied to hospitals, this means that beyond decent pay and safety, staff members require recognition, teamwork, and opportunities for personal growth to experience high QWL.



Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., salary, policies, working conditions) and motivators (e.g., achievement, recognition, advancement). This theory is particularly relevant in hospital settings where a balance of both is essential—while the absence of hygiene factors may cause dissatisfaction, their presence alone doesn't ensure satisfaction unless paired with motivators.

4. RESEARCH METHOD :

- **Research Design:** Descriptive
- **Sample Size:** 100 employees
- **Sampling Technique:** Convenience sampling
- **Data Collection Tool:** Structured questionnaire with both closed and scaled questions
- **Data Analysis Tools:** Microsoft Excel (coding, charts, percentages)

The questionnaire consisted of demographic questions and 10 work-life balance-related statements rated on a scale (Yes/No, Multiple Choice, Scaled Options). Data was organized and analyzed to identify departmental trends and overall satisfaction levels.

5. DATA ANALYSIS & INTERPRETATION:

Working Hours: The majority of respondents (47%) reported working between 8 to 9 hours per day, followed by 37% who work 7 to 8 hours, 10%, work 9 to 10 hours, while only 6% work more than 10 hours daily.

Work-Life Balance: A significant majority of respondents (89%) stated that they are able to balance their work and personal life, while only 11% reported difficulty in maintaining this balance.

Over thinking About Work: The majority of respondents (49%) reported that they sometimes think or worry about work outside of working hours. Additionally, 22% always think about work, and 6% do so often, indicating that a significant portion experiences some level of work-related stress beyond working hours.

Time with Family: Most respondents (47%) spend 4 or more hours daily with their family, However, 18% spend less than 2 hours, suggesting that a portion of employees may face challenges in dedicating time to family due to work commitments.

Job Satisfaction: A large majority of respondents feel positively about the time they spend at work, with 49% being very happy and 38% happy. Only a small percentage feel negatively, with 9% unhappy, 3% very unhappy, and 1% indifferent.

Mental Fatigue: Over half of the respondents (53%) occasionally miss quality time with family or friends due to work pressure, while 29% say they never do.

Personal Time: While 38% of respondents never feel tired or depressed due to work, a combined 39% (sometimes – 27%, often – 2%, always – 10%) physical strain from work.

Stress Relief Activities: Most employees manage work stress through music (38%) and entertainment (26%), with fewer opting for yoga (17%), other methods (18%), or dance (1%).

Health Impact: Half of the respondents (50%) reported no stress-related diseases, while the rest experienced issues like frequent headaches (19%), diabetes (13%), hypertension (6%), and other conditions (12%)

Exercise Habits: A majority of respondents (57%) feel they get enough time for working out, while 29% do not, and 4% gave other responses.



6. FINDINGS:

- Clinical staff (Nursing, Lab, and Radiology) experience greater emotional and physical fatigue.
- Non-clinical departments (HR, IT, Marketing) report higher job satisfaction.
- Most employees do not engage in health-promoting activities outside work.
- Family time and personal hobbies are compromised, especially in shift-based roles.
- Female employees in Nursing and MRD roles report higher emotional stress.

7. SUGGESTIONS

- Introduce flexible and staggered shift options
- Conduct regular mental health and stress management workshops
- Provide wellness resources (on-site gym, relaxation room)
- Recognize and reward departments showing improvements in QWL
- Implement anonymous feedback systems to continuously monitor QWL

8. LIMITATIONS:

- Sample limited to a single hospital group.
- Self-reported data may include response bias.
- No qualitative interviews were conducted.
- Uneven distribution of roles (e.g., more responses from Nursing).

9. CONCLUSION:

The study highlights moderate levels of work-life balance among staff at M.P. Birla Hospital and Priyamvada Birla Cancer Research Institute. While administrative staff report satisfactory QWL, clinical roles demand urgent attention due to fatigue and lack of personal time.

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