

Exploring Work-Life Balance and Its Impact on Quality of Work-Life in Healthcare Professionals

Rhea Jane Bangera^{1*} and Devaraju²

¹Research Scholar, PG Department of Business Administration, Rani Channamma University, Belagavi, India. Email: rheabangera9@gmail.com

²Assistant Professor, PG Department of Business Administration, Rani Channamma University, Belagavi, India. Email: devaraju@rcub.ac.in

*Corresponding Author

Abstract: Work-Life Balance and its Impact on Quality of Work-Life in Healthcare Professionals explores the intricate relationship between work-life balance and the quality of work-life experienced by healthcare professionals. The study titled “Exploring Work-Life Balance and its Impact on Quality of Work-Life in Healthcare Professionals” investigates how healthcare workers manage the demands of their professional responsibilities alongside their personal lives. It examines the effects of this balance on their overall job satisfaction, well-being, and the quality of care they provide. The research aims to identify factors that contribute to a harmonious work-life integration and to understand how achieving such balance influences the quality of work-life for healthcare professionals.

Keywords: Healthcare professionals, Impact of QWL, Quality of Work-Life (QWL), Work-life balance.

I. INTRODUCTION

Work-life balance is a broad concept that encompasses both career advancement and family responsibilities. The phrase “work-life balance” refers to how employees split their time between their personal and professional responsibilities. It is crucial to understand how people manage their career and families. A person who maintains a healthy work-life balance is able to manage their time such that they don’t feel overworked and can concentrate on other equally significant facets of life, such as social interaction, hobbies, and family. A person aspires to a level of well-being that enables them to effectively handle a variety of obligations at work, home, and in the community while upholding excellent physical, mental, and familial health. To a larger extent healthcare workers are finding it more difficult to maintain a balanced lifestyle due to advancement in economic, social and educational standards. When it comes

to balancing work and life responsibilities, today’s labour force comprises a diverse spectrum of workers with specific requirements and resources.

Healthcare professionals encompass a diverse range of roles, each with specific requirements and resources essential for delivering quality patient care. Doctors, depending on their specialties, need access to specialized medical equipment, ongoing training through Continuing Medical Education (CME) programs, and support for maintaining work-life balance amidst demanding schedules. Nurses rely on nursing resources, medications, and training programs to provide comprehensive care, along with mental health support to cope with the stresses of their professional. Allied health professionals, such as physical therapists, occupational therapists, etc. require specialized equipment for rehabilitation and continuous professional development to enhance their skills and collaborate effectively with other healthcare team members. Mental health professionals, including psychologists and psychiatrists, rely on therapeutic resources, supervision, and ethical guidelines to provide effective mental health care while ensuring patient safety and well-being. Across all roles, a supportive work environment, access to electronic health records, infection control measures, and policies promoting patient safety are crucial elements for healthcare professionals to deliver optimal care.

Majority of people believe that their job is the most demanding in the world and that no other job is harder than theirs. While stress is a part of every job, some are more difficult than others. According to a survey conducted in June 2022 by Career Addict’s career counsellor Joanna Zambas [1], healthcare workers are the third most stressful occupation after that of military service and police employment.

II. WORK-LIFE BALANCE IN HEALTHCARE

Work plays a significant role in all our lives. Managing work and family is becoming tedious, as many sectors are following

hybrid work culture and it is becoming more and more difficult to separate work from our personal life. In sectors where traditional work environments are considered, even those employees are finding it difficult to segregate their professional and personal lives. Employees are under more pressure to meet the higher expectations of their employers, which causes them to perform better. People these days are reaching their breaking point as they recognize that they need to find greater balance in their life. Work-life balance refers to the equilibrium an individual achieves between their professional responsibilities and personal life. How to Improve Work-Life Balance? Improving work-life balance in healthcare requires a thoughtful and proactive approach given the demanding and often high-stress nature of the profession. Healthcare professionals can begin by setting realistic expectations for themselves, acknowledging the long hours and challenges inherent in their roles. Prioritizing tasks based on urgency and importance can help manage workload effectively, allowing for more balanced time management. Utilizing support systems within healthcare facilities is crucial. This includes collaborating with teams, delegating tasks where possible, and participating in mentorship programs. Such strategies can distribute responsibilities and ease individual burdens. Additionally, implementing time management techniques like block scheduling and efficient documentation practices can streamline tasks and optimize productivity.

Open communication with colleagues and supervisors is vital for addressing workload concerns and promoting a healthier work environment. Advocating for a supportive culture that values work-life balance and offers resources like employee assistance programs and mental health support can further enhance well-being. Continuous professional development and training contribute to skill enhancement and job satisfaction. Regularly evaluating and adjusting one's work-life balance based on changing priorities and personal needs is crucial for maintaining a sustainable and fulfilling career in healthcare. Prioritizing self-care is essential. Healthcare professionals should schedule regular breaks, practice mindfulness or meditation, engage in physical activity, and maintain boundaries between work and personal life. Leveraging technology tools such as electronic health records and telemedicine can also improve efficiency and flexibility.

Importance of Work-Life Balance in Modern World Achieving a healthy work-life balance in today's work world can be quite difficult, hectic and demanding. People frequently experience overload and burnout as a result of long hours, strict deadlines, and high employer expectations. Finding a work-life balance is crucial for preserving one's general wellbeing, happiness, and health, though. It is impossible to exaggerate the significance of work-life balance. Neglecting one's personal life in favour of work can lead to negative repercussions such as burnout, tension, and worry. These repercussions may have a major effect on a person's general productivity and job performance in addition to their health and well-being.

Work-Life Balance is crucial for healthcare professionals overall well-being and productivity. Achieving a healthy work-life balance involves several essential practices. First and foremost, setting priorities by identifying what matters most in both work and personal life, individuals can allocate their time and energy effectively. Setting distinct limits between work and personal time is also essential. This means avoiding work-related activities during personal time and vice versa. Effective time management techniques, such as prioritizing tasks and scheduling breaks, help individuals make the most of their time. Additionally, practicing self-care activities like exercise, meditation, and spending time with loved ones is essential for recharging and reducing stress. Communication plays a vital role as needs and limitations of work-life balance with employers, colleagues, and family members can help manage expectations and reduce conflicts. Learning to say no to tasks that may overwhelm or interfere with balance, seeking flexible work arrangements when possible, and regularly disconnecting from technology are also important strategies. Reflecting on and adjusting one's approach to work-life balance, setting realistic goals, and staying adaptable are ongoing processes that contribute to overall well-being and productivity.

III. FACTORS AFFECTING WORK-LIFE BALANCE

Factors influencing work-life balance among healthcare employees can be unique due to the demanding nature of their work and the critical importance of their roles. Here are some specific factors that can influence work-life balance in healthcare professionals:

- *Working in Shifts and Schedule Flexibility:* Healthcare workers often have heavy workloads, long working hours, night shifts, overtime and odd weekends. This can disrupt their work-life balance by reducing time for personal relaxation and personal activities. Irregular work shift creates inability to have flexible scheduling or control over shifts and this can significantly impact work-life balance. Rotational shifts also disrupt their sleeping patterns and affect their personal time.
- *Workload and Patient Demands:* The workload in healthcare settings can be intense, especially in high-demand areas like emergency departments or critical care units due to emergencies, critical patients or high stress situations. Balancing patient care demands with personal time is crucial for work-life balance as it increases stress levels.
- *Emotional and Mental Health:* High job demands such as dealing with patient illnesses, emergencies, critical patients, high stress situations, and emotional situations can take a toll on healthcare professionals mental and emotional well-being by increasing their stress levels. Supportive resources to cope with stress, such as counselling services or peer support groups, are important to maintain balance and alleviate stress.

- *Supportive Organizational Policies:* Availability of support system and policies such as, adequate staffing, paid time off, mentoring, flexible scheduling options, childcare assistance and counselling services can significantly impact on healthcare employees to manage work and personal responsibilities. These supportive policies can positively influence work-life balance by providing resources for coping with work related challenges.
- *Workplace Culture and Support:* A positive and supportive workplace culture that values work-life balance encourages teamwork, provides support from colleagues and supervisors for overall well-being of employees, flexible work arrangements, encourages open communication can contribute significantly to professional well-being and job satisfaction.
- *Career Development and Advancement:* Opportunities for career growth, professional development, training and work-life integration strategies can influence work-life balance and enhance work satisfaction by providing a sense of progress and fulfilment in the workplace.
- *Health and Well-Being:* Health and well-being play a significant role in work-life balance. Healthcare workers often face physical strain and mental disturbances from patient care activities. Hence employers should provide access to ergonomic equipment, wellness programs, mental health support and resources for maintaining physical health and a healthy work environment as they can contribute positively to employees overall well-being.
- *Family and Personal Responsibilities:* Balancing work with family obligations, such as childcare, eldercare, or personal commitments, is a significant factor for healthcare employees' work-life balance. Understanding and addressing these factors can help healthcare organizations create supportive environments that promote work-life balance and enhance the well-being of their employees.
- *Job Design and Role Clarity:* Clear job roles, responsibilities, and expectations can reduce ambiguity and help employees prioritize tasks effectively, contributing to a better work-life balance.
- *Workplace Relationships:* Positive relationships with colleagues and supervisors, effective communication channels, and a sense of companionship can improve work satisfaction and indirectly impact work-life balance.
- *Personal Priorities and Boundaries:* Individual priorities, such as family commitments, care giving responsibilities, personal interests, and self-care also play a crucial role in influencing work-life balance. Setting clear boundaries between work and personal life and prioritizing self-care are important for maintaining balance.
- *Financial Stability:* Financial concerns and stress related to income can affect work-life balance. Adequate

compensation and benefits can help alleviate these stressors.

IV. QUALITY OF WORK-LIFE (QWL)

The term "Quality of Work-Life" (QWL) refers to how satisfied and pleased workers are with their general working environment. It assists in determining whether the work environment of an organization promotes a work-life balance for its employees. Achieving goals requires a continuous process, which is what quality of work-life is all about. Any organization that is committed to quality work-life (QWL) will make an effort to create more engaging, fulfilling, and productive work environment for individuals at their organizational level. Workers who are happy with their jobs are considered to have high-quality work lives, whilst those who are unhappy with their jobs are considered to have low-quality work lives. It consists of a variety of components that affect employee's quality of work-life such as job satisfaction, ability to manage work and life, and general well-being at work. The concept of quality of work-life, or QWL, is complex and takes into account the emotional and physical demands of the job as well as the relationships that exist between work and personal life.

V. IMPACT ON QWL

The impact of work-life balance on the quality of work-life is profound and far-reaching. When employees have a balanced approach to managing their professional responsibilities and personal life, several positive outcomes are observed.

Firstly, work-life balance significantly contributes to job satisfaction. Employees who can effectively juggle work commitments with personal activities tend to be more satisfied with their jobs. This satisfaction stems from a sense of control over one's time and the ability to fulfil both work and personal obligations without undue stress. Moreover, work-life balance plays a crucial role in employee retention. Organizations that prioritize work-life balance often experience higher retention rates as employees feel valued and supported in managing their personal lives alongside work responsibilities. Another important impact is on productivity and performance. When employees are not overwhelmed by work-related stress and have time for relaxation and personal pursuits, they can focus better, leading to improved productivity and higher-quality work output.

Additionally, work-life balance contributes to the overall well-being of employees. It reduces burnout, stress-related health issues and improves mental and physical health. This, in turn, creates a healthier and more engaged workforce. Fostering a culture of work-life balance positively impacts the quality of work-life by enhancing job satisfaction, improving retention rates, boosting productivity, and promoting overall employee well-being. Employers who prioritize work-life balance initiatives create a more positive and sustainable work environment for their employees.

VI. CHALLENGES IN HEALTHCARE SECTOR

Achieving work-life balance in healthcare faces significant hurdles stemming from the demanding nature of the profession. One major challenge is the long and irregular working hours that healthcare professionals often endure. These hours, include night shifts and weekends, this disrupts the normal personal schedules and make it challenging to allocate time for family commitments, social activities, and self-care routines. The high workload and pressure in healthcare settings also contribute significantly to the difficulty of achieving work-life balance. Healthcare providers frequently face large patient volumes, complex cases, and intense work demands. This can lead to stress, fatigue, and difficulty in managing work related responsibilities alongside personal life commitments. The emotional and mental strain of dealing with patient emergencies, traumatic events, and emotionally charged situations further compounds these challenges. Another obstacle is the limited control that healthcare workers often have over their schedules. Shift rotations, on-call duties, and the need for continuous coverage can make it challenging to plan personal activities and downtime effectively. This lack of control can disrupt work-life balance and make it harder for healthcare professionals to achieve a sense of equilibrium between their professional and personal lives.

Furthermore, the integration of work and personal life is a common issue in healthcare. Constant connectivity, work related communication outside of regular work hours, and the emotional investment in patient care can blur the boundaries between work and personal time. This can lead to difficulty in disconnecting from work-related responsibilities and fully engaging in personal activities. The impact of these challenges extends beyond the workplace and can strain relationships with family and friends. Balancing professional commitments with meaningful personal connections requires proactive effort and support. Additionally, healthcare workers may struggle to prioritize self-care activities such as exercise, relaxation, and hobbies due to time constraints and fatigue from work.

Addressing these challenges requires a multifaceted approach that includes organizational support, flexible scheduling options, wellness programs, mental health resources, and strategies for effective time management and boundary setting. By acknowledging and actively working to overcome these hurdles, healthcare organizations can create a more supportive environment that fosters work-life balance for their employees.

VII. LITERATURE REVIEW

Mark Visser *et al.* (2022) [2], examined the importance of work-family balance as a crucial factor for life satisfaction and mental well-being. It explores how a country's institutional and cultural context can influence the relationship between work family balance and mental health outcomes. Specifically, the study emphasizes the role of gender equality and family policies in enhancing the positive effects of work-family balance.

Notably, gender-egalitarian norms strengthen the positive spill over effect of work-family balance on mental well-being for both men and women. Overall, the document underscores the significance of cultural context in shaping work-family balance and its impact on mental health.

Kritika (2015) [3], investigated the dimensions of Quality of Work-Life (QWL), which is concerned with the overall climate and environment of a work situation. It emphasizes on the importance of a favourable work environment for (Kritika, 2015) enhancing employee satisfaction and organizational effectiveness. It also discusses the impact of motivational factors on organizational effectiveness and the perception of QWL among employees in different sectors. Additionally, it highlights the significance of factors like job security, justice, equality, compensation, work-life balance, and employee relations in determining the quality of an employee's work-life. The concludes by identifying a range of factors that contribute to QWL, including job satisfaction, organizational support, health and well-being, competence development, and work environment. This article underscores the multifaceted nature of QWL and its critical role in the workplace.

Asma Zaheer *et al.* (2022) [4] aims to investigate the impact of occupational stress and work-life balance on job satisfaction among female faculty members at central universities in Delhi, India. Utilizing a self-structured questionnaire, the study gathered data from 120 participants and employed statistical tools like regression analysis to interpret the results. Findings indicate a high level of job satisfaction despite the low negative effect of occupational stress and a low positive effect of work-life balance on job satisfaction. The study contributes to understanding the dynamics between occupational stress, work-life balance, and job satisfaction, offering insights for policymakers and educational practitioners to enhance faculty well-being and performance.

B. Sathish Kumar *et al.* (2016) [5], examined work-life balance among college teachers and the challenges faced by educators in balancing their professional and personal responsibilities. It highlights the wide-ranging subject of work-life balance, which encompasses career development and family care. The study found that many teachers feel they are missing out on life due to the demands of their job, and institutions have not implemented measures to address this issue. The research utilized Pearson's chi-square test to analyse data from self-financing engineering colleges in Coimbatore, revealing that factors such as gender, age, working hours, and having children significantly impact teachers' sense of missing life. This article suggests that institutions should adopt work-life balance policies, including flexible timings, to improve teachers' quality of life and consequently their job performance.

O. Balkan (2014) [6], examined and conducted the study at a University in Ankara, Turkey. The study delves into the intricate relationship between work-life balance (WLB), job stress, and individual performance, particularly among postgraduate and doctoral students. It underscores the profound influence that WLB has on both job stress levels and the performance

of individuals. The research identifies a clear link, where poor WLB contributes to heightened job stress and diminished performance. Through rigorous statistical methods, including factor analyses, correlation, and regression analyses, the study establishes a strong case for the implementation of effective WLB programs. These programs are essential for improving work conditions and boosting productivity. The paper concludes by emphasizing the necessity for managers to devise strategies that not only manage job stress but also support the personal lives of employees, thereby fostering better performance and overall organizational success.

Gurmeet Singh Sarla *et al.* (2024) [7], emphasizes on the significance of achieving a work-life balance for nurses, given the high stress associated with their profession. The findings revealed that nurses often feel pressured by family responsibilities, impacting their career development and leaving little time for personal life. The recommendations include implementing childcare facilities, flexible working hours, and establishing work-life balance cells to educate nurses on stress management and time allocation. Ensuring nurses maintain a healthy work-life balance can lead to improved job satisfaction, increased productivity, and reduced attrition rates, underscoring the need for support in managing both professional and personal aspects of their lives.

Ali Gubus *et al.* (2023) [8], aimed to assess the quality of work-life and the factors affecting emergency healthcare personnel's. A cross structural study was conducted with 250 healthcare professionals. The findings suggested that there is a significant difference between quality of work-life scales sub-dimensions like income level, working hours, leave usage, rest, social activity participation and job satisfaction. The study concludes that there is an urgent need to improve the quality of emergency healthcare services providers and it also recommends addressing long working hours and the risk of workplace violence. Hwang (2022) [9], examines the impact of COVID-19 pandemic on the quality of work-life (QWL) of nurses in tertiary general hospitals. It identifies factors influencing work stress, turnover intention, mindfulness and QWL among 207 female nurses with over six months of clinical experience. The study found that QWL was negatively correlated with job stress and turnover intention, but positively correlated with mindfulness. Key factors affecting QWL included work satisfaction, job stress, and turnover intention. The study suggests that strategies to improve compensation, teamwork, and support systems could enhance nurses' QWL. The research highlights the need for interventions to manage job stress and improve work conditions for nurses, especially during challenging times like the pandemic.

C. A. Poku *et al.* (2022) [10], examined the impact of COVID-19 pandemic on the quality of work-life and turnover intentions among nurses in Ghana. The study utilized a cross-sectional design with 348 registered nurses from primary, secondary, and tertiary healthcare settings. It found that nurses perceived

their QWL as low, with nearly half expressing an intention to leave their jobs. The research identified a significant correlation between all domains of OWL and turnover intentions, suggesting that improvements in the work environment, job satisfaction, and support systems could potentially reduce turnover rates among nurses. The study underscores the importance of addressing the factors contributing to low QWL to ensure better patient care and reduce the economic impact of high turnover rates in healthcare settings.

J. Leitao *et al.* (2021) [11], explores the relationship between Quality of Work-Life (QWL) and productivity, focusing on the moderating effects of burnout syndrome. It presents empirical findings from a survey of 514 employees across six European countries, revealing that QWL factors like a safe work environment and occupational healthcare positively influence productivity. However, burnout factors such as low effectiveness, cynicism, and emotional exhaustion significantly moderate this relationship. The study highlights the importance of addressing burnout to enhance individual quality of life and organizational performance, especially considering the rising prevalence of burnout, mental disorders, and absenteeism in the labour market. The paper is structured to include a literature review, research methodology, and concludes with the study's limitations and implications.

Marzieh Kheiri *et al.* (2021) [12], analysed the factors affecting quality of work-life of nurses. The study was conducted in Tertiary Teaching Hospital in North-West Iran among 239 nurses. This study revealed that 38.8% participants were having dual jobs and were working in other hospitals and health information seeking behaviours significantly predicted QWL. According to the study, by encouraging work-life balance and enabling better management of work and life responsibilities, raising work standards and supporting health information seeking behaviours can improve nurses' quality of work-life (QWL). The study emphasizes institutional elements as major determinants of QWL and emphasizes its significance for nurse retention, work satisfaction, and general quality of life.

Almalki *et al.* (2012) [13], analysed the impact of Quality of Work-Life (QWL) on the turnover intentions among primary health care nurses in Saudi Arabia. The study aimed to understand the influence of QWL on nurses' commitment and their likelihood to leave their current positions. A cross-sectional survey was conducted, employing Brooks' survey of Quality of Nursing Work-Life and the Anticipated Turnover Scale to gather data. The findings revealed a general dissatisfaction among nurses regarding their QWL, with approximately 40% expressing an intention to leave their PHC centres. The study concludes that improving QWL is essential for increasing job satisfaction, reducing turnover rates, and ultimately enhancing the quality of nursing care provided.

G. N. Saraji *et al.* (2006) [14], explored the attitudes of employees towards their Quality of Work-Life (QWL) at the

Tehran University of Medical Sciences (TUMS) Hospitals. The study was designed as a descriptive and analytical cross-sectional survey, which included 908 employees from nursing, supportive, and paramedical staff, selected through stratified random sampling. The findings revealed a general dissatisfaction among the majority of employees with various aspects of their work-life. Key areas of concern included occupational health and safety, management practices, income, work-life balance, and overall job satisfaction. To address these issues, the study recommends that TUMS hospitals should focus on enhancing managerial training and education concerning QWL to foster a more satisfying and productive work environment for their employees.

Bhende *et al.* (2020) [15], explores the relationship between the Quality of Work-Life (QWL) and Work-Life Balance (WLB) among managers in Indian banks. The study identifies QWL as a multidimensional construct encompassing freedom, recognition, rewards, and grievance redress mechanisms. It posits that a good QWL leads to employee satisfaction and job performance. The paper also conceptualizes WLB from an organizational perspective, focusing on productivity, skill deployment, and efficiency. Using principal component analysis and multiple regression analysis, the study finds that all QWL dimensions, except grievance redress, positively influence the productivity aspect of WLB. Skill deployment is predicted by all three QWL dimensions, while none of the QWL dimensions relate to the efficiency aspect of WLB. The findings suggest that enhancing QWL can improve employee productivity and skill deployment, thereby benefiting both the employees and the organization. However, the efficiency dimension of WLB is more dependent on the balance between family and work-life rather than solely on QWL. The paper concludes that organizations can achieve positive outcomes by managing QWL effectively.

VIII. SCOPE OF THE STUDY

The scope of this study is limited to employees working in healthcare sector in Belagavi City, Karnataka, India. The study focuses on exploring work-life balance and its impact on quality of work-life. The study aims to investigate how healthcare professionals manage their demanding job responsibilities alongside their personal life.

IX. RESEARCH METHODOLOGY

The study investigates the relationship between work-life balance and its impact on the quality of work-life among healthcare professionals employed a descriptive research to systematically analyse the factors influencing work-life balance and their correlation with the quality of work-life. The

population for this study consisted of healthcare professionals working in private and government hospitals, clinics, nursing homes and other healthcare facilities. Convenience sampling was used to select participants based on accessibility and willingness to participate. A total of 101 healthcare professionals participated in the study and data was collected using structured questionnaire that was divided into four sections. The first section gathered demographic details, the second section focused on assessing the work-life balance, third section examined the impact of work-life balance on quality of work-life and finally fourth section focused on strategies for improving quality of work-life and work-life balance. The questionnaire included Likert scale and close ended questions. The data collected was analysed using Microsoft excel for data organization and preliminary calculations. Statistical tests like Chi-Square test were used to test the hypothesis and p test was applied to examine the association between the variables and to determine the significance of relationship.

X. OBJECTIVES OF THE STUDY

The objectives of the study were: -

- To assess the current work-life balance among health care professionals.
- To examine the impact of work-life balance on the quality of work-life of healthcare professionals.
- To explore the strategies of organization to maintain work-life balance.

XI. HYPOTHESIS

- *H0*: There is no significant impact of work-life balance on quality of work-life.
- *H1*: There is a significant impact of work-life balance on quality of work-life.
- *2H0*: There is no effectiveness in organizational strategies to maintain work-life balance.
- *2H1*: There is effectiveness in organizational strategies to maintain work-life balance.

XII. DATA ANALYSIS

A. Respondents Demographic Profile

The demographic details of the respondents provide a comprehensive overview of their basic information such as gender, age, marital status, profession, total experience, current organization work experience and work setting.

TABLE I: DEMOGRAPHIC PROFILE

Category	Frequency	Percentage
Gender		
Male	48	48.0%
Female	53	52.0%
Age		
Below 25	13	12.9%
26 – 35	56	55.4%
36 – 45	24	23.8%
46 – 55	6	5.9%
Above 55	2	2.0%
Marital Status		
Married	57	56.0%
Single	44	44.0%
Profession		
Doctor	52	51.5%
Nurse	23	22.8%
Administrative Staff	14	13.9%
Technician	8	7.9%
Dietitian	2	2.0%
Pharmacist	2	2.0%
Total Experience		
Less than 2 Years	13	12.9%
2 - 5 Years	27	26.7%
6 - 8 Years	20	19.8%
9 - 12 Years	11	10.9%
Above 12 Years	30	29.7%
Current Work Setting		
Both Government and Private		
Hospital	1	1.0%
Government Hospital	9	8.9%
Private Hospital	77	76.2%
Medical College	2	2.0%
Nursing Home	2	2.0%
Clinic	9	8.9%
CRO	1	1.0%

From the Table I it is clear that gender distribution is nearly balanced, with females slightly outnumbering males. 55.4% are aged 26–35, highlighting a workforce predominantly in their early careers, while only 7.9% are above 45. A majority (56%) are married, indicating significant personal responsibilities alongside professional roles. Doctors make up the largest group (51.5%), followed by nurses (22.8%), with fewer non-clinical professionals. Experience levels are well distributed, with notable groups having 2–5 years (26.7%) and over 12 years (29.7%) of experience. Most respondents (76.2%) work in private hospitals, reflecting the dominance of private healthcare. This highlights a young, clinically focused workforce operating primarily in private healthcare sector, which could influence perspectives on work-life balance, job satisfaction and professional challenges.

B. Assessment of Current Work-Life Balance of Healthcare Professionals

The assessment of healthcare professionals’ work-life balance reveals critical insights into their work hours, mental and physical health, job satisfaction, and its broader impact on professional performance and personal relationships. A majority of healthcare professionals (46.5%) work 40–50 hours per week, aligning with standard full-time expectations. However, a significant portion (42.6%) works beyond 50 hours weekly, with 23.8% exceeding 60 hours. This highlights high workloads for many professionals, particularly among doctors and senior nurses, Chi-square test (p-value = 0.001) indicating a statistically significant association between working hours and factors like profession, work setting, or satisfaction. Such extended working hours contribute to stress, fatigue, and burnout, emphasising the urgent need for organizational policies to regulate work hours and promote better work-life balance.

Work-life imbalance significantly affects the mental and physical health of healthcare professionals. Over 53.5% of respondents reported that it negatively impacts their mental health, while 63.4% noted adverse effects on their physical health. Thus a strong relationship between work-life imbalance and health outcomes emphasises the need for initiatives aimed at safeguarding the well-being of healthcare workers. Additionally, work-life balance plays a pivotal role in job satisfaction, with 65.3% of respondents stating that it significantly affects their overall satisfaction, 16.8% citing occasional effects, and only 17.8% reporting no impact. The Chi-square test result (p-value = 0.001) highlights the association between work-life balance and job satisfaction, demonstrating its importance in shaping healthcare professionals’ overall contentment and productivity. These measures are essential not only for enhancing employee satisfaction and health but also for ensuring the quality of patient care and fostering balance to alleviate mental and physical strain which is essential for maintaining productivity and overall well-being of healthcare professionals as it significantly impacts even on work-life balance of professional performance and interpersonal relationships. Nearly 55.4% respondents observed a noticeable improvement in the quality of patient care when maintaining a balanced work-life schedule. This result, supported by the Chi-square test (p-value = 0.001), indicates that work-life balance directly influences professional outcomes in delivering better patient care. Similarly, 59.4% of respondents noticed a positive difference in their interpersonal relationships with family and friends when maintaining a healthy work-life balance. It again confirms a significant association, highlighting that balance not only enhances professional performance but also strengthens personal relationships, contributing to overall well-being.

Thus it is important to regulate working hours, addressing health concerns, fostering job satisfaction, and improving work performance and personal relationships among healthcare professionals and organizations must implement supportive policies and create a conducive work environment to promote a healthy work-life balance, which is essential for sustaining a productive and satisfied workforce while ensuring high-quality patient care.

C. Examining the Impact of Work-Life Balance on the Quality of Work-Life of Healthcare Professionals

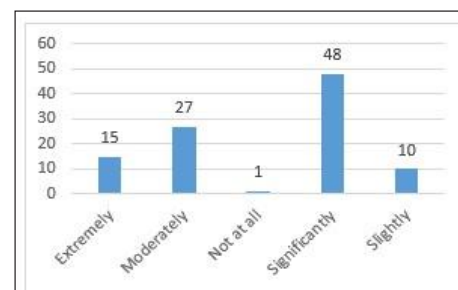


Fig. 1: Impact of Work-Life Balance on Job Satisfaction

Work-life balance significantly impacts job satisfaction among healthcare professionals. Nearly 47.5% of respondents reported that work-life balance “Significantly” influences their job satisfaction, while only 14.9% found it “Extremely” impactful, combining for 62.4% of the sample. The Chi-square test (p-value = 0.001) confirms a statistically significant association, suggesting that factors like role, workload, and work environment influence this relationship. These findings emphasize the need for organizations to prioritize work-life balance initiatives to enhance job satisfaction and employee well-being.

Work-life balance also significantly affects healthcare professionals’ work performance and personal relationships. Over 55.4% observed an improvement in the quality of patient care when maintaining a balanced schedule, and 59.4% noted a positive impact on their interpersonal relationships with family and friends. Both observations were supported by Chi-square test results (p-value = 0.001), highlighting the critical role of work-life balance in improving professional and personal outcomes.

Additionally, healthcare professionals strongly believe that positive work-life balance and quality of work-life contribute to retention. An overwhelming 97% of respondents agreed that these factors greatly influence their decision to stay in their roles, while only 3% disagreed. It emphasizes the importance of improving work-life balance and work quality to reduce turnover and maintain a stable workforce in healthcare settings.

Moreover, most healthcare professionals perceive their organizations as supportive in addressing work-related stress and promoting employee well-being. While 31.7% rated their organization as “Very supportive,” 25.7% found it “Somewhat supportive,” and 24.8% considered it “Moderately supportive.” Only 5% felt their organization was not supportive at all. The Chi-square test (p-value = 0.001) highlights a significant relationship, suggesting that the level of organizational support plays a vital role in shaping employees’ experiences.

D. Exploring Strategies for Improving Work-Life Balance and Enhancing the Quality of Work-Life Among Healthcare Professionals

Analysis indicates that most healthcare professionals feel their strategies to maintain work-life balance are at least somewhat effective where 45.5% reported using strategies effectively, while 16.8% felt they were doing so very effectively. However, 35.6% of respondents felt neutral about the effectiveness of their strategies, suggesting that work-life balance might not be fully optimized for everyone. Only 2% considered their strategies ineffective. The Chi-square test result (p-value = 0.001) indicates a statistically significant relationship, highlighting that the effectiveness of work-life balance strategies varies, but overall, many professionals feel their approaches are helpful. Thus the need for healthcare organizations to support

and refine work-life balance strategies to further improve their effectiveness and promote employee well-being.

XIII. HYPOTHESIS TESTING

- *H0*: There is no significant impact of work-life balance on quality of work-life.
- *H1*: There is a significant impact of work-life balance on quality of work-life.

One-Sample Statistics

TABLE II: ONE-SAMPLE STATISTICS

Particular	Mean	SD	SEM
Good balance between your work and personal life	3.72	1.14	0.11
Current work life balance	3.51	1.11	0.11

The SD is close to 1, it indicates that there is consistency in the respondent’s opinion towards the data collection instrument as the mean value is more than 3 which falls on the positive side of the scale and also falls within the upper and lower confidence intervals as observed from the descriptive statistics.

One-Sample Test

TABLE III: ONE-SAMPLE TEST

Test Value = 3					
t-value	df	P-value	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
6.365	100	0.001*	0.72	0.495	0.94
4.661	100	0.001*	0.51	0.29	0.73

Based on the results of the one sample t test, the null hypothesis H01: “There is no significant impact of work-life balance on quality of work-life” was rejected and the alternate hypothesis Ha1: “There is a significant impact of work-life balance on quality of work-life” was accepted, since test has revealed a significant statistical value with p-value is less than the 5% significance level (i.e. 0.001 < 0.05) in our study and therefore it justifies the acceptance of alternate hypothesis based on the one sample t test procedure.

- *2H0*: There is no effectiveness in organizational strategies to maintain work-life balance.
- *2H1*: There is effectiveness in organizational strategies to maintain work-life balance.

One-Sample Statistics

TABLE IV: ONE-SAMPLE STATISTICS

Particular	Mean	SD	SEM
Organizational strategies to maintain work life balance	3.77	0.74	0.07

The SD is less than 1, it indicates that there is consistency in the respondent's opinion towards the data collection instrument as the mean value is more than 3 which falls on the positive side of the scale and also falls within the upper and lower confidence intervals as observed from the descriptive statistics.

One-Sample Test

TABLE V: ONE-SAMPLE TEST

Test Value = 3					
t-value	df	p-value	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
10.394	100	0.001*	0.77	0.62	0.92

Based on the results of the one sample t test, the null hypothesis H02: "There is no effectiveness in organizational strategies to maintain work-life balance" was rejected and the alternate hypothesis Ha2: "There is effectiveness in organizational strategies to maintain work-life balance" was accepted, since test has revealed a significant statistical value with p-value is less than the 5% significance level (i.e. $0.001 < 0.05$) in our study and therefore it justifies the acceptance of alternate hypothesis based on the one sample t test procedure.

XIV. FINDINGS

According to the demographic data, majority of healthcare workers are young professionals, and a significant number of them are married, demonstrating a balance between work and personal responsibilities. Majority of responders work in private hospitals, and doctors make up the largest professional category, followed by nurses.

The findings of the research indicate that work-life balance has a major influence on both the effectiveness of organisational strategies for maintaining work-life balance and the quality of work-life. With mean values of 3.72 and 3.51, which are on the positive end of the scale, the one-sample t-test results showed that work-life balance had a substantial impact on the quality of work-life. Response consistency is determined by standard deviation value close to 1. Furthermore, the results of the t-test ($t = 6.365$, $p = 0.001$; $t = 4.661$, $p = 0.001$) support statistical significance at the 5% level, which forces the null hypothesis to

be rejected and the alternative hypothesis to be accepted. This proves that work-life balance has a significant impact on the quality of work-life.

Similarly, the study assessed how effectively organisational strategies help to achieve work-life balance. With a mean score of 3.77 and a standard deviation of 0.74, indicate a positive perception of the strategies with consistency in responses. As a result of the t-test results ($t = 10.394$, $p = 0.001$), the alternative hypothesis was accepted and the null hypothesis was rejected, confirming statistical significance. This suggests that employees perceive organizational strategies as effective in maintaining work-life balance.

A significant number of healthcare workers report working long hours, contributes to stress and burnout with regard to work-life balance. They also report that work-life imbalance has an adverse impact on their mental and physical well-being. Since many healthcare professionals report that a balanced schedule enhances their overall satisfaction and performance, maintaining a work-life equilibrium which is also essential for job satisfaction. Furthermore, maintaining a work-life balance in healthcare employees is linked to better patient care and stronger personal relationship.

Healthcare workers emphasise the significance of work-life balance in retention, as they strongly feel that it influences their decision to remain in their positions. More effective support systems are required, yet the majority of respondents believe their companies help with stress management and well-being promotion to a certain extent. Many healthcare workers believe their work-life balance strategies are only somewhat effective, but there is room for development. This emphasises the necessity for organisations to support and improve these strategies in order to improve the overall well-being of their workforce.

Overall, the results indicate the value of work-life balance in improving the standard of living at work and the efficiency of organisational tactics in promoting employee welfare. This highlights the significance of well-designed programs and policies that support a healthy workplace, which eventually raises worker satisfaction and output.

XV. CONCLUSION

The findings emphasise the critical importance of work-life balance for healthcare professionals. The data reveals that long working hours, combined with high job demands, contribute to significant mental and physical health challenges, affecting both personal well-being and job satisfaction. Maintaining a healthy work-life balance is not only essential for improving job satisfaction and overall performance but also plays a pivotal role in enhancing patient care and fostering better personal relationships.

The study highlights the strong connection between work-life balance and retention, suggesting that healthcare organizations

must prioritize policies and support systems to promote a balanced work environment. While many professionals feel their work-life balance strategies are somewhat effective, there is a clear need for continuous improvement and organizational support to better manage work demands and enhance employee well-being. Ultimately, fostering a healthy work-life balance is crucial for sustaining a productive and satisfied workforce, ensuring high-quality patient care, and reducing turnover within the healthcare sector.

XVI. PRACTICAL IMPLICATIONS

The practical implications of this study emphasize the need for healthcare organizations to prioritize strategies that promote a healthier work-life balance for their professionals. One key recommendation is the regulation of work hours, particularly for doctors and senior nurses, to prevent burnout and fatigue. This can be achieved through policies that limit excessive overtime, offer flexible schedules, and ensure adequate rest periods. Additionally, given the negative impact of work-life imbalance on mental and physical health, healthcare institutions should integrate mental health support, stress management programs, and wellness initiatives to safeguard the well-being of their workforce. Improving job satisfaction through better workload management and resource allocation is also essential, as it can lead to a more balanced professional life. Since work-life balance directly influences retention, organizations should focus on creating a work environment that supports employees' personal lives, ultimately reducing turnover rates. Strengthening organizational culture is another crucial aspect, as most healthcare professionals feel their organizations are somewhat supportive but require more robust support systems. By offering counselling, mentorship programs, and fostering a culture that values well-being, organizations can enhance overall employee satisfaction. Lastly, while many healthcare professionals find their work-life balance strategies effective, there is scope for improvement. Organizations should regularly assess and refine their strategies to help employees manage their balance more effectively, ensuring long-term sustainability in both employee well-being and quality patient care.

ACKNOWLEDGMENT

The authors thank Rani Channamma University and the participating healthcare professionals for their support.

REFERENCES

- [1] J. Zambas, "The 30 most stressful jobs," CareerAddict. [Online]. Available: <https://www.careeraddict.com/stressful-jobs>
- [2] M. Visser, G. Kraaykamp, and S. Andre, "Work-family balance and mental well-being across Europe: Does a supportive country context matter?," 2024, doi: <https://doi.org/10.4337/9781803922348.00032>.
- [3] Kritika, "Dimensions of quality of work life in India - An analytical review," *International Research Journal of Management Science and Technology*, pp. 138–154, 2015.
- [4] A. Zaheer, J. U. Islam, and N. Darakhshan, "Occupational stress and work-life balance: A study of female faculties of central universities in Delhi, India," *Journal of Human Resource Management*, vol. 4, no. 1, pp. 1–5, 2016, doi: <https://doi.org/10.11648/j.jhrm.20160401.11>.
- [5] B. S. Kumar, and A. P. Ananth, "Work Life Balance among College Teachers," *International Journal of Organizational Behaviour & Management Perspectives*, vol. 5, no. 1, pp. 2069–2072, 2016.
- [6] O. Balkan, "Work-life balance, job stress and individual performance: An application," *International Journal of Management Sciences and Business Research*, pp. 38–46, 2014.
- [7] G. S. Sarla, and M. S. Sandhu, "Work life balance in nurses," *International Journal of Biomedical and Clinical Research*, vol. 1, no. 1, pp. 1–5, 2024, doi: [10.59657/ijbcr.brs.24.006](https://doi.org/10.59657/ijbcr.brs.24.006).
- [8] C. D. Ali Gubuz, "Factors affecting the quality of work life of emergency service personnel," *International Journal of Caring Sciences*, pp. 1706–1139, 2023.
- [9] E. Hwang, "Factors affecting the quality of work life of nurses at tertiary general hospitals in the context of the COVID-19 pandemic," *International Journal of Environmental Research and Public Health*, pp. 1–13, 2022.
- [10] C. A. Poku *et al.*, "Quality of work-life and turnover intentions among the Ghanaian nursing workforce: A multicentre study," *PLoS ONE*, vol. 17, no. 9, e0272597, 2022. doi: <https://doi.org/10.1371/journal.pone.0272597>.
- [11] J. Leitao, D. Pereira, and A. Goncalves, "Quality of work life and contribution to productivity: Assessing the moderator effects of burnout syndrome," *International Journal of Environmental Research and Public Health*, vol. 18, no. 5, p. 2425, 2021.
- [12] M. Kheiri, and L. Gharibi, "Factors affecting the quality of work life of nurses: A correlational study," *Journal of Research in Nursing*, vol. 26, no. 7, pp. 618–629, 2021.
- [13] M. J. Almalki, G. FitzGerald, and M. Clark, "The relationship between quality of work life and turnover intention of primary health care nurses in Saudi Arabia," *BMC Health Services Research*, vol. 12, no. 1, p. 314, 2012.
- [14] G. N. Saraji, and H. Dargahi, "Study of quality of work life," *Iranian Journal of Public Health*, pp. 8–14, 2006.
- [15] P. Bhende, N. Mekoth, V. Ingallhalli, and Y. V. Reddy, "Quality of work-life and work-life balance," *Journal of Human Values*, vol. 26, no. 3, pp. 256–265, 2020.