

Work-Life Balance And Role Efficacy Among Nurses Working In Private And Government Hospitals In Chennai City: A Cross-Sectional Study

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Introduction

From a scientific and literary perspective, a role is the function assumed or part played by a person or thing in a particular situation. In a working environment Role is the duty and responsibility which an individual assigned with to achieve common goal according to their ability. The dictionary (Webster) definition of role is the function assumed or part played by a person or thing in a particular situation. The same is true when we talk about the role of a human in an organization. In any organization, the behaviour of a human is determined by multiple factors that can physical, cognitive, social and others. Role is the connection between the organization and the individual. It gives the person the necessary identity to function in an organization and helps him or her to realize the collective goals of the organization and self. Role is necessary for the integration and interaction of the individual with the organization. Organization is nothing but a collection of roles.

The notion of an individual's involvement in various social roles is closely related to the identity theory (Burke,1980) which was originally built on the assumptions, definitions and propositions of the symbolic interactionism perspective. The basic concepts of the symbolic interactionism perspective were, however, redeveloped and refined in the development of role identity theory. According to identity theory, an individual's self-concept is the product of social interaction and is a multifaceted social construct that emerges from the roles occupied in society. For each of the roles occupied in society there are distinct role identities for individuals. For instance, a person's role identities may include being a mother and being a wife. Role identities are self-conceptions and self-definitions that individuals apply to themselves based on the structural role positions they occupy in society, and these role identities provide meaning for them. The self-concept of an individual is therefore made up of a variety of role identities, which are the meanings that individuals attribute to themselves by occupying a particular position or being in particular role relationships.

The role of a nurse is defined by the duality of what the professional community expects along with the perceived role by the nurse and the patients. These roles slowly evolved from the beginning of the 20th century from the time of Florence Nightingale when she was nursing the wounded soldiers of war. But today, the role of a nurse is beyond these professional and personal expectations. It is an identity that has shaped by various personal, social and interpersonal factors.

Role efficacy in organizational context

Peter Drucker (2006) once stated that efficiency is doing things right and effectiveness is doing the right things. A slight deviation from this is the efficacy. Efficacy is the ability to get a job done satisfactorily. The word comes from the same roots as effectiveness, the word efficacy is the maximum response achievable from a person under controlled environment.

Role efficacy is the potential effectiveness of a role. Role efficacy would mean potential effectiveness of an individual occupying a particular role in an organization. The performance of a person working in an organization depends on his own potential effectiveness, technical competence, managerial experience, etc. as well as on the design of the role that he performs in an organization. It is the integration of the two (the person and the role) that ensures a person’s effectiveness. Unless a person has the requisite knowledge, technical competence and skills required for the role, he cannot be effective. Equally important is how the role, which he occupies in the organization, is designed. If the role does not allow the person to use his competence, and if he constantly feels frustrated in the role, his effectiveness is likely to be low.

Role efficacy is a complex concept comprising of various interrelated and standalone dimensions that requires fair understanding to explore them. The following section deals with the dimensions of role efficacy and how they are related to each other and their application to the profession of nursing.

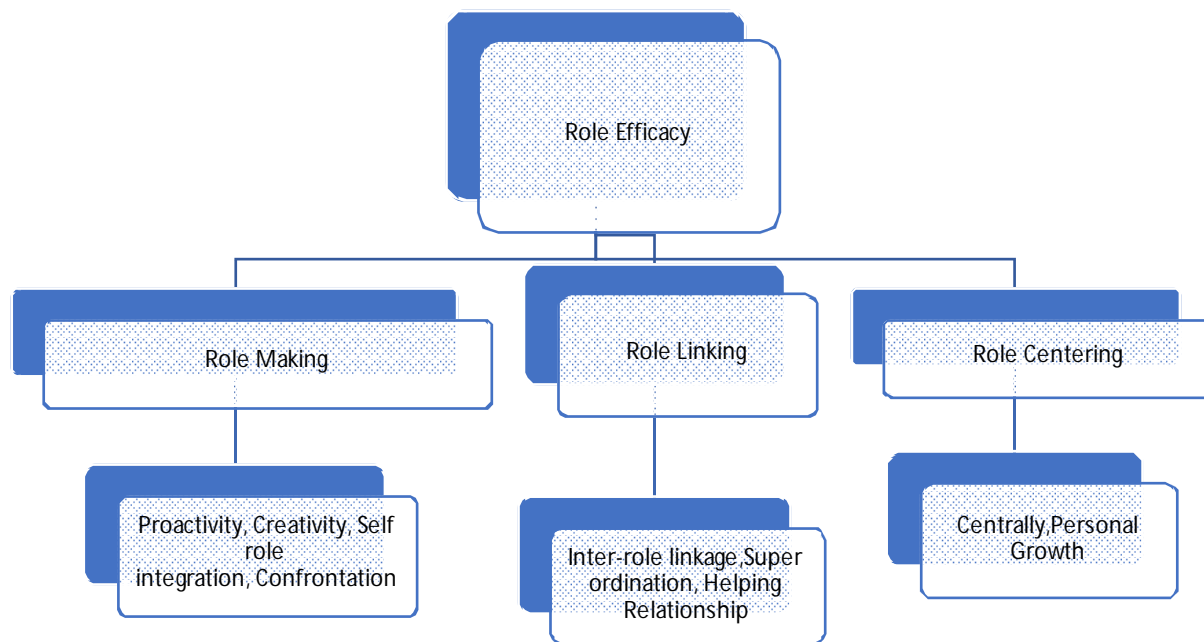


Figure 1: Dimensions of Role Efficacy

Role efficacy has several aspects. These aspects can be classified into three groups or dimensions (Figure 1). There are mainly three dimensions of role efficacy namely; Role centering, Role linking and Role Making (Pareek,1987).

Work-life balance

An understanding of the work-life balance demands the enumeration of the definitions. Work refers to any activity involving mental or physical effort done in order to achieve a purpose or result or be engaged in physical or mental activity in order to achieve a result; do work or a task or tasks to be undertaken for living. Life refers to the existence of an individual human being or animal or the period between the birth and death of a living thing, especially a human being.

Work–life balance is the term used to describe the balance that an individual needs between time allocated for work and other aspects of life. Areas of life other than work–life can be, but not limited to personal interests, family and social or leisure activities. A comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. Most psychologists would agree that the demands of an employee's career should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment.

In this study, an understanding of the work life balance among nurses is being sought and how this affects the other factors under study is the overarching framework that is being explored.

Dimensions of work-life balance

There are three dimensions of work-life balance namely;

- a) work interference with personal life
- b) personal life interference with work
- c) work/personal life enhancement

a) Work interference with personal life

Work interference with personal life refers how the vocation of being a nurse affects the personal life of the individual.

b) Personal life interference with work

This dimension refers how any event or day to day activities at home affect the functioning of the nurse at the workplace

c) Work/personal life enhancement

How personal life enhances performance at work and how professional life enhances the functioning at home is the focus of this dimension

Need for study

The questions that came along with the scientific enquiry of the concept under study lead to the quest to find out the association between Role Efficacy and Work Life Balance in women.

And since it is not possible to study the entire working population of women, a subset and most representative of the working class of women was chosen. Nurses were chosen as they are universal and all over the world, they have similar work conditions and face the same type of issues at work and home. Furthermore, they report that married, working women in Government hospitals have more problem in handling the work balance and personal obligation and unmarried nurses working in government hospitals have less stress on this regard. In government hospitals, excessive household work is the major affecting factor in balancing their work life and family life, whereas, on private hospitals, lack of leisure time and financial problem are the major factor in balancing their work and family life.

This study was done to study the selected demographic profile of the nurses, measure the role efficacy of the nurses, measure work-life balance of the nurses and find the relationship between work life balance and role efficacy among the study participants.

Methodology

From October 2018 to May 2019, a cross-sectional study was done among the nurses of a metropolitan city in South India. During the first phase an attempt was made to find out the number of Hospitals (both Public and Private) which has more than 200 Nurses as permanent staff. Then by using Lottery method three hospitals governed by Government and three hospitals managed by Private were selected randomly. Cochran in 1963 developed a formula to calculate sample size assuming maximum variability among the samples ($p=0.5$), desired confidence level=95% and a precision of +/- 5%. Based on this formula, a sample size of 297 was necessary to meet the objectives of the study. Fifty nurses from each hospital were selected randomly for the study. Figure 2 shows the sampling process of the study.

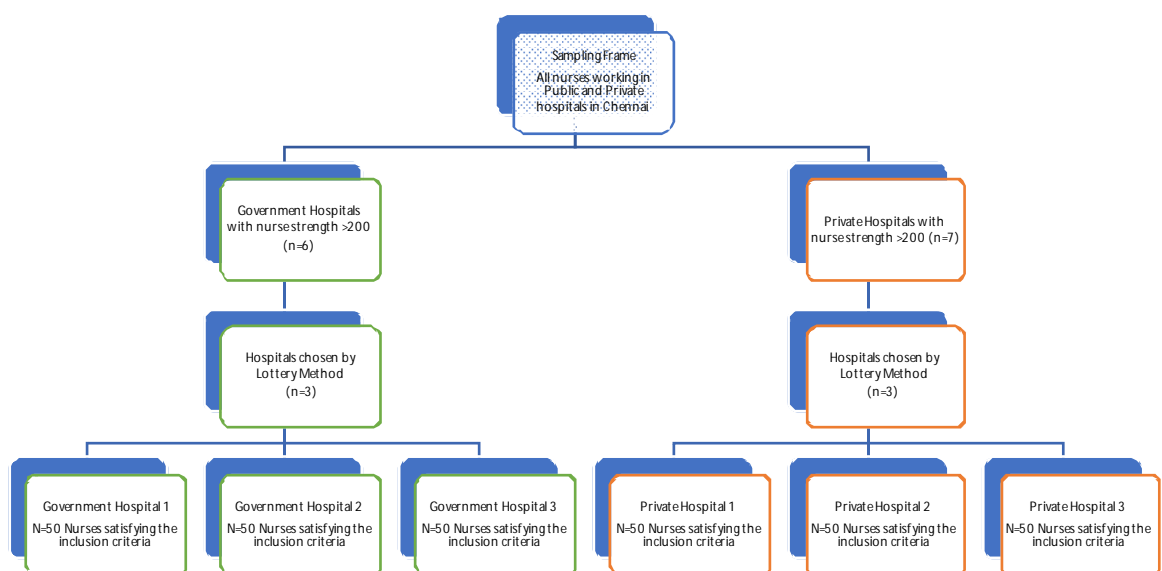


Figure 2: Sampling Methodology

(N stands for the number of nurses)

The following inclusion and exclusion conditions are formulated to have homogenous samples.

Inclusion Criteria:

- ❖ Female Nurses.
- ❖ Nurses who are serving more than 3 Years in the Hospital.
- ❖ A Hospital which has more than 200 permanently employed Nurses in Both Public and Private Hospitals.

Exclusion Criteria:

- ❖ Those who have not responded to all the Questions of the Questionnaire tools
- ❖ Those who do not cooperate with the researcher at the time of conducting the study.

Primary data were collected from the nurses of the government and private hospitals. The questionnaire method was used to collect the data for the research because it ensured quantifiable responses for the same items from the respondents. Informed consent was obtained from all subjects following receipt of information on the purpose of the study, assurances of anonymity and confidentiality. Role Efficacy was measured using **Role Efficacy: Nursing Role Efficacy Scale (A)**, developed by Udai Pareek & Surabhi Purhoit (2010). This scale has 30 statements with Five Point ratings in ten different sub dimensions. The scale has high Reliability and Validity. Work Life Balance was measured using **Work Life Balance Scale**, developed by Udai Pareek & Surabhi Purhoit (2010) was used. This scale has 36 statements with Five Point ratings in six different sub dimensions. The scale has high Reliability and Validity. The Cronbach Alpha was calculated in order to check the reliability of each scale. A reliable scale should have the value of Cronbach Alpha as 0.70 or more, otherwise the lower value of the Cronbach Alpha would indicate that the scale is less reliable (Almehrizi, 2013).

The data collected were analyzed using the Statistical Package for Social Sciences (SPSS) version 22. Frequency and percentage analysis of the Sociodemographic variables were done. The association between various quantitative variables were found out using Karl Pearson's 'r' was calculated.

Results

Table 1 shows the socio-demographic characteristics of the participants. Mean age is 28.79 years (S.D=5.94). Table 2 and 3 shows the descriptive statistics of Role Efficacy and Work-Life Balance respectively. The table 4 demonstrates the correlation between variables work-life balance and role efficacy with a Pearson correlation value of $r=0.861$ which was statistically significant ($p<0.001$).

Table 1: Demographic Details of the Nurses

Sociodemographic Characteristics	Response	Frequency (percentage)
Designation	Trainee	40 (13.3%)
	Junior Nurse	56 (18.7%)
	Staff Nurse	149 (49.7%)
	Senior Staff Nurse	26 (8.7%)
	Supervisor	29 (9.7%)
Education	Diploma in Nursing	96 (32%)
	BSc Nursing	178 (59.3%)
	MSc Nursing	26 (8.7%)
Sector	Public	150 (50%)
	Private	150 (50%)
Department	General Practice	26 (8.7%)
	Out Patient	39 (13%)
	Children's ward	51 (17%)
	Operation Theatre	73 (24.3%)
	Maternity Ward	55 (18.3%)
	Emergency Ward	36 (12%)
	Others	20 (6.7%)
Employment Status	Permanent	146 (48.7%)
	Temporary	154 (57.3%)
Monthly Income	<10,000	57 (19%)
	10,000-20,000	70 (23.3%)
	20,001-30000	114 (38%)
	30,000-40,000	59 (19.7%)
Family Status	Joint	24 (8%)
	Nuclear	276 (92%)
Marital Status	Married	171 (57%)
	Unmarried	122 (40.7%)
	Divorced	3 (1%)
	Separated	2 (0.7%)
	Widow	2(0.7%)

Table 2: Role Efficacy-Descriptive Statistics

Role Efficacy	Mean	Median	Mode	Std. Deviation	Minimum	Maximum
Overall Role Efficacy Score	69.23	72	102	24.378	28	102
Integration	7.57	7	10	2.696	4	12
Proactivity	7.02	7	7	3.173	1	12
Creativity	7.68	7	11	3.145	2	12
Confrontation	6.64	7	4	2.438	3	11
Centrality	6.89	7	3	3.241	2	12
Influence	6.88	8	8	2.976	1	11
Personal Growth	6.48	8	4	3.187	0	11
Inter Roll Linkage	6.5	6	5	3.079	1	11
Helping Relationship	6.83	8	8	3.115	0	11
Super Ordination	6.75	7	7	2.67	0	11

Table 3: Work-Life Balance-Descriptive Statistics

Work Life Balance	Mean	Median	Mode	Std. Deviation	Minimum	Maximum
Overall Work Life Balance Score	76.14	73	44	28.34	38	118
Social Needs	12.94	12	19	5.38	5	21
Personnel Needs	12.33	11	17	5.63	5	21
Time Management	12.63	13	6 ^a	5.43	4	24
Team Work	12.33	12	12	4.66	5	22
Compensation & Benefits	13.12	14	15	4.68	4	20
Work	12.79	12	12	4.59	6	21
Work Life Balance Index	317.5	304.41	183.48	118.18	158.46	492.06

Table 4: Correlation tests between various parameters

Variables	Pearson's Correlation	p- value	Interpretation
Work-Life Balance and Role Efficacy	0.861	<0.001	Strong positive correlation; Statistically Significant

Discussion

The present millennial generation is witnessing the rise of a class of women nurses. Majority of this increase has been in the middle class of the country. The number of women who once preferred to stay at home is gradually coming down with a subsequent increase in the number of women who prefer working especially after marriage. This is due to various reasons. The most important being that nurses find an identity when they go to work, making money gives them financial freedom and in the long run, working gives them a positive self-image. Also, the rising life style costs can be met only if both the couples become bread winners.

The society that we are living in today is fast-paced, technologically robust, and highly competitive so much that it gives people boundless opportunities. Whether it is at school, universities, or work place, we face so many challenges that we are forced to raise high to face and handle the situation effectively. Employees, in particular are burdened due to competition, market demands, economic instability, job pressures and organizational expectations that make it very difficult for them to cope or lead a normal life. Particularly, employees compromise on their personal and family time in order to cope with workplace demands.

Work-life balance is becoming more and more a matter of concern, particularly now, with the demands placed on the employees. Technological innovations, increased working hours, diversified work culture, influence of globalization, presence of multinational companies and changing work styles place tremendous pressure on employees affecting their familial, social, and psychological welfare. Furthermore, this is also causing great difficulty in retaining employees at workplace.

But this does not come without any challenges. Challenges are enormous ranging from relationship issues, work place harassment to parenting. One such unique issue that plagues nurses is the work-life balance. Women nurses face unique challenges pertaining to work-life balance. This is especially profound for nurses that demand long working hours and that have night shifts. Nurses are a unique group of working professionals whose history can be traced back to almost hundred years. They have had a working style and practices that have been consistent throughout the history of the profession and work life balance has been a challenge yesterday as it is today. Keeping this in perspective, it is proposed to understand the work life balance of the nurses.

The questions that came along with the scientific enquiry of the concept under study lead to the quest to find out the association between Role Efficacy and Work Life Balance and to compare the Nurses from public and Private Hospitals on the above mentioned constructs, with the specific objectives.

In this study, the mean age was 28.79 years (S.D=5.94). The correlation between variables work-life balance and role efficacy with a Pearson correlation value of $r=0.861$ which was statistically significant ($p<0.001$). In such a situation, work-life balance has become a factor of concern for both the employees and the employers. Everyone believes that the key for both employees' and organizations' success lies in a balance between work and personal life.

Work Life Balance is a concept that includes proper prioritizing between "Work" and "Life Style". Today's fast changing business environment and changing life style, creates lot of

stress and pressure on the employees. People in general are finding it difficult to manage and cope up with the demands of both personal and official work. This leads to job dissatisfaction and is also affecting their personal life. That leads to burnouts, depression and financial issues.

Job dissatisfaction leads to lower performance at the work place. To avoid these issues of unbalanced work-life, organization and individuals have to take necessary initiatives and process to manage proper work – life balance. Both employees and the employers will benefit if they adopt it.

Today, an employee is not looking at their employer just for a job, also to care for their work life balance and their well-being. If a company addresses these needs, In addition to providing better career opportunities, they can be very successful in providing job satisfaction of the employees. And the company also can be benefitted like decreased employee turnover rates, less absenteeism due to employee satisfaction, enhanced organizational performance.

This study has its own limitations in terms of smaller sample size, study from a single metropolitan city and other logistic and financial limitations. Presence of confounding factors has not been accounted for in this study. Nevertheless, the generalisability of the results still can be done with due consideration.

Conclusion

An efficient work-life balance is essential for women to develop and maintain an optimal role efficacy though there are other factors that might decide the work-life balance. Any organisation that aims to optimise human resources should keep work-life balance of the employees as part of their policy.

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