



WORK-LIFE BALANCE OF WOMEN EMPLOYEES IN PUBLIC AND PRIVATE HOSPITALS OF GUNTUR DISTRICT, ANDHRA PRADESH

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ABSTRACT

In India changing societal attitudes, inflation and rising educational levels made more women than ever before to drive into the paid workforce. Managing work and family responsibility can be very difficult for the women employees in dual income families. Professional women an especially as Unmarried, Married and Retired women has to perform multiple roles in balancing their work life and personal life. Each role has its own set of demands and when such role demand overlaps/interacts, an imbalance is created leading to stress, attrition, absenteeism etc. Work-life balance is one such HR practice that enables the employees particularly Unmarried, Married and Retired women to give proper prioritization between work and life roles.

of Unmarried, Married and Retired women in Public and Private Hospital of Guntur district. An experimental survey of equal number of Public and Private Hospital employees were carried out. Both the Hospitals were evaluated on 6 sub scales viz personal factors, balancing factors, organizational support, motivational factors, career advancement and psychological factors. There was high correlation between the difficulties faced and the balancing act to be performed. The significant results reflected in the areas of career advancement factors, organizational support and Psychological factors. The study defines certain specific HRM interventions for better work-life balance.

Keywords: *Work-Life Balance of Unmarried Women, Married Women, Retired Women, HRM Interventions.*

INTRODUCTION

Work life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected to the norm, to the mutual benefit of the individual, business and society. Time has changed and gained an unstoppable momentum in the career of women in India. Effective work-life balance policies are valuable to business and organizations for a number of reasons like reduced employees turnover rates, becoming a good employer or an employer of choice, increased return on investment in training as employees stay longer, reduced absenteeism and sick leave, improved morale or satisfaction, greater employees loyalty and commitment, improved productivity. However, the benefits of a work-life balance initiative are not confined to just the workforce. Married women are the institution in which themselves and aiming at successful career with financial independence, she has to also nurture her growing child to accomplish motherhood. Both these jobs are extremely demanding and doing justice to each other without neglecting the other is a formidable task. Many moms struggle finding better

ways to balance these two domains and often are confronted with this guilt from outside sources like pressure from husband, family and friends.

Work-life balance acts as a boon for married women who enable them to balance between work (career and ambition) and life (family, leisure, pleasure and personal development).

Private and Public Hospitals of Guntur district constitute a major part of the Indian economy both in terms of employment potential and its contribution to national income. Public Hospitals include organizations that are owned and operated by government rendering services to benefit the overall development of the society. Whereas, Private Hospitals are the business Hospitals that are privately owned and not part of the government. They are intended to earn a profit for owners of the enterprise. Having different working environment, work timings, nature of work etc., both these Hospitals value the necessity of work life balance to the employees. In this paper an attempt has been made to study the effectiveness of work-life balance among Unmarried, Married and Retired women reflecting the age factor that influence and have repercussion in work-life balance paradigm by having a look at Private and Public Hospitals of Guntur district .

CONCEPT OF WORK-LIFE BALANCE

Work-life balance is not mere related to work and life; it is the positive state of mind. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005). Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. Greenhaus, Collins & Shaw (2003) defined work-family balance as "the extent to which an individual is equally-self engaged and equally satisfied with -his or her work role and family role". Work-life balance does not mean an equal balance in units of time between work and life. It is not a tight rope walk between two poles acting as an organizational commitments and home demands at the same time, but it is about proper understanding of the priorities of the professional and personal level.

STATEMENT OF THE PROBLEM

Women work force is increasing in various fields. The job demands have increased, the responsibility and roles are diversified and so is the imbalance of work-life at various stages of life. Nan stone (1989) found that women with children, frequently live under great pressure. Women want work-life policies based on the pre-requisite demands that confer on them as

'the gift of time'. For organizations to attract and retain women in work force, HRM interventions can play a vital role in designing innovative work-life balance policies having knowledge of influencing factors at various age levels. Thus, the study is intended to find out the contributing factors that influence work-life balance among Unmarried, Married and Retired women based on age factor in Public and Private Hospitals of Guntur district.

NEED FOR THE STUDY

In the current economic meltdown scenario, career women are continually challenged by the demand of full time work and when the day is done at the office they carry the responsibilities and commitment to home. Successfully achieving Work-Life Balance will ultimately create a more satisfied workforce that contributes to productivity and success in the workplace. It is a well known fact that working women are facing lot of stress and frustration in their Work-Life Balance. It is intended to identify the factors causing the stress and suggest certain measures to reduce the stress by using modern technology.

The Work-Life Balance of women employee today will probably be different for women employee tomorrow. So, the thesis investigates the balances for women employee when she is single, married, having children and after retirement. The

various types of work-life balance support measures improve employee helping behavior and performance among single employees, employees with a partner, and employees with a partner and children.

OBJECTIVES OF THE STUDY

1. Comparative analysis of demographic profiles of Private and Public Hospitals of Guntur district in relation to work life balance.
2. To identify the influencing factors towards Work-Life Balance of working Women at various Stage levels i.e (Unmarried Women, Married Women and Retired Women).

SCOPE OF THE STUDY

This study is conducted in Public Hospitals and Private Hospitals of Guntur district, Andhra Pradesh. The respondents involved in the study were Unmarried Women, Married Women and Retired Women from Private and Public Hospitals of Guntur district. The scope of the study is limited to the objectives defined in the study.

WORK-LIFE BALANCE OF WOMEN EMPLOYEES IN HEALTH SECTOR

Work life balance (WLB) is the current distinct issue of Health Sector. The employees always want to succeed and progress at work place, at the same time

spare some time for family and recreation. Balancing these two extremes is the cause of burn out of employees and hence the employers recognized this as a need of hour and want to introduce the work life balance strategies, plans and formulate policies to improve the employee morale, motivation and productivity. Work life balance does not mean working less to fulfill personal responsibilities at the cost of organizational productivity. In fact it is to work productively and improve the personal life simultaneously. The work life balance practices achieve retention of the employees and reduce the absenteeism.

This paper enlightens the wide options for employers and employees to link work life balance practices for organizational and personal performance. One District Health Board reported that women earned on average 69% of men's full-time equivalent earnings.

Women were over-represented in lower-paid occupations and under-represented in higher paid jobs. There were gender pay gaps within some occupations, including in starting rates in some cases. While some work was envisaged on investigating how jobs are evaluated and paid, pay investigations have now been discontinued.

NATURE OF WORK PLACE AT PUBLIC AND PRIVATE HOSPITALS

Health Sector organizations operate with fewer profit margins and work environment is relaxed. There are enough resources available to perform the job as one of the goals of Hospital companies is to provide more employment to public. Whereas, Private companies operate at higher profit margin and work environment is not as relaxed as Public Hospital companies because of cut throat competition among Private companies. Nature of work for Public Hospital employees are more of routine type and not dynamic. Nature of work for Private Hospital employees is more of dynamic and they are expected to perform different types of jobs depending on the need of the organization. As per Francis and Lingard (2004), jobs in the Private Hospital are leaner, necessitating higher work load and permitting less flexibility. But jobs in Public Hospital are flatter, necessitating lesser work load and thus, allowing more flexibility.

Comparative Study-Women Employees in Government Hospitals Vs Private Hospitals

1) Women Employees in Government Hospitals

The major benefits of women employees in government Hospitals are monetary benefits, Job Security, Job Satisfaction More exposure and more experience. Advantages of working in

government Hospitals are limited working hours and plenty of resources.

2) Women Employees in Private Hospitals

The major benefits of women employees in private Hospitals are better technology and Multi tasking. The disadvantages are that their salary is comparatively lesser than that of the government women employees. Moreover, their exposure to cases is limited due to limited strength of employees.

UNMARRIED SINGLE WOMEN AND THEIR WORK-LIFE BALANCE

The discourse on WLB privileges married and partnered employees, stemming from previous framing of 'work-family conflict' and 'family friendly programmers'. Just why single employees have not received a fraction of research attention is surprising, given the sheer number of them. The WLB issues of singles are often unappreciated and poorly understood.

Reported experiences of participants include: difficulties for a single woman getting time off to take her ageing mother to a friend's funeral, a single woman having to take a vacation day rather than bereavement for the death of her dog being always the first ones called up to work overtime or relocate. This study found that singles perceived more inequity in work-life support from their organizations than did those with families. Because singles typically have one

income, they may be more concerned about career development, work opportunities, and financial stability than those with partners. Thus, singles on lower level jobs may be most sensitive to inequity in WLB support because of their single status and their lower social status in employment.

MARRIED WOMEN AND THEIR WORK LIFE BALANCE

Married Women are growing more ambitious as they become key players in the world of work, contributing to major company successes. Majority of women work 40-45 hours per week. Their lives are a juggling act that included multiple responsibilities at work, heavy meeting schedules, and business trips, on top of managing the daily routine responsibilities of life at home. An increasing number of young children are being raised by a child care provider or another person other than a parent. Older children are more likely to come home to an empty house and spend time with video games, television and the Internet, with less guidance to offset or control the messages coming from these sources. No one knows how many kids are home after school without an adult, but they know the number is in the millions. For working women, getting caught in the work/life balance trap will continue to be an ongoing challenge. Careful planning and personal effort is the advice from those who

have found balance in both career and home life.

RETIRED WOMEN AND THEIR WORK-LIFE BALANCE

There is a lack of information about 'retired' people who actually create work to improve their WLB. Most studies of WLB and retirement focus on recruiting retired workers back into large organizations such as or the lives of mature workers who become retired through redundancy.

A 'commercial home' refers to types of accommodation where visitors or guests pay to stay in private homes, including bed and breakfasts, farm stays, and guest houses. Commercial home owners recognize the fusion of the commercial, social and private domains thus provide an ideal context for the study of WLB. For the few that were not, they also had earlier people oriented careers in caring and sales professions. The hosts clearly loved educating visitors about their region and country. Given that so many participants had careers in education, the motivation for hosting around the reciprocity of learning and sharing with guests was not surprising. Many participants were candid in admitting that hosting provided them with wider social contact in their retired years. Commonly, participants spoke of having fairly small networks of friends and/or family and yet wanting to be in an environment that would provide them with frequent personal contact - the joining

of 'kindred spirits' in quite a serendipitous way. The creation of work by those in retirement includes a multitude of scenarios such as unpaid care of grandchildren to support working children, unpaid care of dependent partners, charity and community work, family trust work, temporary assignments at former full-time workplaces, and self-initiated private enterprise; all forums worthy of exploration for their intersection with the WLB of retirees.

OPERATIONAL DEFINITIONS OF THE SUB SCALES

For the purpose of present study, six subscales are operationally defined with reference to work-life balance of Unmarried Women, Married Women and Retired Women. Work-life balance variable was measured by these sub scales, based on five point interval scale.

Personal factors: This includes factors which are personal in nature like getting time for self, having healthy diet, sound sleep etc.

Balancing factors: This refers to the factors that enable to balance work and life viz time management, spending quality time with children, awareness of organization's policies etc.

Organizational support: This includes the extent of support and the initiatives taken by the organization in implementing work-life balance among employees, which includes workshop related to work-life balance, paid

holiday programs, flexible working hours etc.

Motivational factors: These are the factors which motivate the employees in balancing their work and life such as family support, child care provisions, passion about the work etc.

Career Advancement: The factors affecting the career growth of an employee includes denial of deputation, maternal wall discrimination, updating with latest trends etc.

Psychological factors: The factor which are psychological in nature such as handling domestic pressure, stress at work place, feeling as less valuable etc.

REVIEW OF LITERATURE

The purpose of article of Ken Roberts (2007) is to consider why work-life balance has become a major issue, and the likely outcomes of the widespread dissatisfaction with current work schedules. Working time has not lengthened and complaints about time pressure are unrelated to hours actually worked. The sources of the widespread dissatisfaction with current work schedules will lie in a combination of other trends – increased labor market participation by women, work intensification, the spread of feelings of job insecurity, more work being done at odd hours, the spread of new information and communication

technologies, free time increasing more slowly than spending power and aspirations, and relatively long hours becoming most common among employees (and the self-employed) in higher status jobs. An outcome is unlikely to be a general downward trend in hours worked on account of the substantial opportunity costs that would often be incurred by employees, and because some (mainly middle class) employees have access to a number of effective coping strategies.

The purpose of article of Joanna Hughes, Nikos Bozionelos (2007) is to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance. It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviors, including turnover and non-genuine sick absence.

The study of Muhammadi Sabra Nadeem (2009) was aimed to explore the relationship between work life conflict and job satisfaction in Pakistan. We found that job satisfaction is significantly negatively correlated with work to family interference and family to work interference. Job satisfaction is also found to be negatively

related with stress in our research. However, the correlation of workload is positive and insignificant which shows that workload does not affect the job satisfaction of the employees in Pakistan. The policy alternative should be that a supportive management is required to minimize the conflict between work and family.

The research paper of Susi.S, Jawaharrani. K (2010) shows that a changing economy and an aging workforce can join together to create an employment environment where competent employees who are unhappy in their current situations are motivated to find a new place to "hang their hats". A highly engaged workforce is 50 % more productive than an unengaged workforce. The majority of HR professionals (78 %) feel employee engagement is important or extremely important to business success. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work/life balance is increasingly important for engagement and affects retention. This paper will examine some of the literature on Employee engagement; explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employee's productivity and retain them.

The aim of research of Sakhivel Rania, Kamalanabhanb & Selvarania (2011) is to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. This study makes a contribution to join two distinct research streams, namely employee satisfaction, and work/life balance. Findings suggest that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

The objective of research of V. Varatharaj, S. Vasantha (2012) is to study the WLB of working women in service Hospital. WLB entails attaining equilibrium between professional work and other activities, so that it reduces friction between official and domestic life. WLB enhances efficiency and thus, the productivity of an employee increases. It enhances satisfaction, in both the professional and personal lives. The findings of the study reveal the majority of the women Employees feel comfortable in their work place irrespective of their trivial personal and work place irritants. This paper attempts to indentify the various factor which helps to maintain work life balance among women employees in service Hospital.

The aim of the study of Lalita Kumari (2012) is to find out about the employee's perception of their WLB policies and practices in the public Hospital Hospitals. Quota sampling method was followed. Data was analyzed with the help of factor analysis, descriptive statistics, mean, t-test and Karl Pearson's correlation. The findings of the study emphasized that each of the WLB factors on its own is a salient predictor of job satisfaction and there is a significant gap among the female and male respondents with job satisfaction with respect to various factors of WLB. The result of study may have practical significance for human resource managers of especially Hospitals to improve staff commitment and productivity along with designing their recruitment and retention policies.

Madipelli. et al (2013) in their research on factors causing work-life imbalance among school teachers showed that most of the teachers feels stress with too many work demands, working conditions and long working hours. The multiple roles played by women at work place and home reflecting boredom, frustration and stress lead to work-life imbalance. Marital relationship, attitude, co-operation of husbands and family members are highly influencing factors which create imbalance among working women.

The study of Ajith. *et al* (2013) on work-life balance for role prioritization of IT employees showed that the employees were able to fulfill their professional and personal commitments at the same time, because of better WLB policies. The relationship between work-life balance policies and role prioritization was significant. The study was conducted on variables like travelling time, depression, temper, work etc., to know the relation between WLB and stress management.

METHODOLOGY

Data Collection: The present research is an empirical study and is based on primary data. A structured questionnaire was adopted for collecting primary data as also the literature and notes that are available from the companies. Secondary sources include information from the journals, periodicals, magazines and the related websites and the policies of the organizations related to work-life balance issues.

The Tool: A structured questionnaire was designed on six sub-scales measuring personal factors, balancing factors, organizational support, motivational factors, career advancement factors and psychological factors. The questionnaire was analyzed based on five point Likert scale ranging from 1=No, 2=To Some Extent, 3=somewhat, 4=To Great Extent and 5=Yes, against the factors.

Sample Size: Samples of 110 responses were collected for this study. As many as 55 responses from each Public Hospital and Private Hospital were considered.

Sampling Method: As the focus of the study was on Unmarried Women, Married Women and Retired Women., Purposive sampling method was adopted. It is a non-probability sampling technique which was selected based on the knowledge of the population and the purpose of the study. Respondents holding various positions at senior, middle and at entry level at various Public Hospitals and Private Hospitals of Guntur district were considered.

DESCRIPTIVE STATISTICS

Table -1: Statistics of Women Employees at Different Age Groups and Life Stages in Public and Private Hospitals of Guntur district .

1. Age	Public Hospitals	Private Hospitals
20-30	11	14
30-60	40	36
Above 60	4	5
Total	(N-55)	(N-55)
2. Life Stages	Public Hospitals	Private Hospitals
Unmarried Women	15	13
Married Women	36	37
Retired Women	4	5
Total	(N-55)	(N-55)

Analysis: In Table – 1, Total 110 Women Employees were taken from the Guntur district Hospitals. Among them 55 employees are from Public and 55 employees are from Private Hospitals of Guntur district. From the 55 employees of Public Hospital, 11 employees are 20-30 age group, 40 employees are 30-60 age group and 4 employees are above 60 age group. From the 55 employees of Private Hospital, 14 employees are 20-30 age group, 36 employees are 30-60 age group and 5 employees are above 60 age group. Among the 55 employees of Public Hospital, 15 employees are Unmarried, 36 employees are Married and 4 employees are Retired. Among the 55 employees of Private Hospital, 13 employees are Unmarried, 37 employees are Married and 5 employees are Retired.

Table-2: Descriptive statistics for the responses of the Unmarried Women

Hospitals	Private (15)*		Public (13)*	
	Mean	SD	Mean	SD
1. Enjoy your work	3.77	1.17	3	1.1
2. Flexibility given by manager in fulfilling the parental responsibility	3.5	1.4	3.33	1.37
3. Work for long or late hours	1.64	0.93	1.67	1.03
4. Benefitted by any training on WLB conducted by organization	2.08	1.61	1	0
5. Enough time to get updated with latest trends of your job	2.07	1.07	1	0

Analysis: In Table – 2, the responses of the Unmarried Women in both Private Hospital and Public Hospitals of Guntur district. Respondents of Private Hospital women employees do agree that they enjoy their work to great extent (mean=3.77) while, Public Hospital employees are neutral in this regard (mean=3). Both the Hospitals respondents show neutral responses to the flexibility given by the managers in fulfilling the parental responsibility. Respondents of both Private and Public Hospitals do agree to some extent that they work for long and late hours (mean=1.64, mean=1.67). Private Hospital respondents are benefitted by training or any workshop on work-life balance conducted by their organization to some extent, while Public Hospital responses show that they are not benefitted by any of such programs (mean=1). This clearly shows that respondents of Public Hospital are affected by organizational factors. Hence measures have to be taken by the Public Hospitals to address this issue. Respondents of Private Hospitals get enough time to get updated with the latest trends of their job to some extent, whereas Public Hospital employees do not get much time to get updated (mean=1). Such responses in Public Hospital may be due to lack of career advancement programs in their organization.

Table-3: Descriptive statistics for the responses of the Married Women

Hospitals	Private (36)*		Public (37)*	
	Mea n	SD	Mea n	SD
1. Miss quality time with your children	3.27	1.52	4.33	1.11
2. Domestic pressure influence your peace of mind	3.05	1.5	3.77	1.36
3. Part time job is best for career growth	4.05	1.43	3.47	1.68
4. Enough time to sleep and exercise	2.86	1.52	2.6	1.59
5. Sufficient time to take care of yourself	2.68	1.13	2.53	1.3
6. Facing work overload that affects work-life balance	2.27	1.12	2.27	1.39

Analysis: The table – 3, shows the responses of both Private and Public Hospitals Married Women Employees.

The mean and standard deviation for each item is calculated. Married Women Employees miss the quality time with their kids are neutral in Private Hospital (mean=3.27) and to the great extent in

Public Hospital (mean=4.33). Hence, respondents are affected by balancing factors. Domestic pressure somewhat influence Private Hospital respondents (mean=3.05) and to great extent Public Hospital respondents (mean=3.77) indicating that respondents are much affected by psychological factors. Respondents of Private Hospital do agree to the great extent that doing part time job is best for career growth (mean=4.05) while, Public Hospital responses are neutral (mean=3.47) in this regard. Both Private and Public Hospital respondents showed same response towards getting sufficient time to take care of themselves and to sleep and exercise. The results showed the neutral or somewhat between yes or no responses. The Married Women Employees respondents of both the Hospitals work overload which affects their work-life balance to some extent (mean=2.27).

***Number in bracket denotes the number of respondents**

Table-4: Descriptive statistics for the responses of the Retired Women

Hospitals	Private (4)*		Public (5)*	
	Mea n	SD	Mea n	SD
1. Frequent health problems	4.17	0.75	3.38	1.52
2. Domestic pressure influence your peace of mind	3.54	1.85	3.5	1.73
3. Part time job is best for career growth	4.83	0.41	4.07	1.39
4. Enough time to sleep and exercise	2.67	1.37	1.86	1.3
5. Sufficient time to take care of yourself	2	1.55	1.97	1.43
6. Facing work overload that affects work-life balance	2.53	1.13	2.53	1.3

Analysis: The table – 4, shows the responses of both Private and Public Hospitals Retired Women Employees. The mean and standard deviation for each item is calculated. Married Women Employees are greatly affected by Frequent health problems in Private Hospital (mean=4.17) and to some extent in Public Hospital (mean=3.38). Hence, respondents are affected by Personal factors. Domestic pressure great extent

influence Private Hospital respondents (mean=3.54) and to somewhat in Public Hospital respondents (mean=3.5) indicating that respondents are much affected by psychological factors.

Respondents of Private Hospital do agree to the great extent that doing part time job is best for career growth (mean=4.83) while, Public Hospital responses are somewhat agreed (mean=4.07) in this regard. Both Private and Public Hospital respondents showed same response towards getting sufficient time to take care of them-selves and to sleep and exercise. The results showed the neutral or somewhat between yes or no responses. The Married Women Employees respondents of both the Hospitals work overload which affects their work-life balance to some extent (mean=2.53).

Same Response irrespective of Life Stages

The study reveals that respondents of all ages in both Private and Public Hospitals of Guntur district show similar responses for the below items.

1. Time management is important in balancing work and family life.
2. Family co-operates with you in performing your work.
3. Work-life imbalance is one of the reasons in delaying of child birth.
4. Facing maternal wall discrimination at organization.

Table-5: Descriptive statistics for the responses of all the Life Stages i.e. (Unmarried, Married and Retired Women) for Item 1 &2.

Life Stages	Hospital	Item:1		Item:2	
		Mean	SD	Mean	SD
Unmarried Women	Private	4.71	0.61	4.14	1.29
	Public	5	0	3.17	1.17
Married Women	Private	4.45	0.91	4.45	1.01
	Public	4.93	0.27	4	1.25
Retired Women	Private	4.77	0.44	4.54	0.66
	Public	4.6	0.89	4.6	0.55

Table-6: Descriptive statistics for the responses of all the Life Stages i.e. (Unmarried, Married and Retired Women) for Item 3 &4

Life Stages	Hospital	Item:3		Item:4	
		M	SD	M	SD
Unmarried Women	Private	1.71	1.49	1.64	1.45
	Public	1.17	0.41	2.33	1.51
Married Women	Private	1.38	0.86	1.86	1.42
	Public	2.47	1.73	2.64	1.65
Retired Women	Private	1.54	1.2	1.77	1.24
	Public	1.2	0.45	1.6	1.34

Analysis: Mean and standard deviation has been calculated for four items separately for Private and Public Hospitals of Guntur district at various Life Stages in tables 5 & 6. All Life Stages of both Hospitals totally agrees to the point that time management is important in balancing work and family life. Both Hospitals do agree that their family co-operates with their work. Delay of child birth due to imbalance in work life has been disagreed by both Hospitals. Both Hospitals are of opinion that to some extent they are facing maternal wall discrimination.

Difference in Response irrespective of Life Stages

The study reveals that respondents of all Life Stages in both Private and Public Hospitals show different responses for the below items.

1. Aware of organization's work-life balance policies.
2. Are able to change the working hours from day to day.
3. Work bothering even after working hours.

Table-7: Descriptive statistics for the responses of all the Life Stages i.e. (Unmarried, Married and Retired Women) for Item 1 &2.

Life Stages	Hospital	Item:1		Item:2	
		Mean	SD	Mean	SD
Unmarried Women	Private	3	1.66	2.5	1.87
	Public	1.5	0.55	1.33	0.82
Married Women	Private	4.05	1.29	3.14	1.62
	Public	2.87	1.77	1.47	1.25
Retired Women	Private	4.08	1.44	2.92	1.83
	Public	2.6	1.52	1.4	0.89

Table-8: Descriptive statistics for the responses of all the Life Stages i.e. (Unmarried, Married and Retired Women) for Item 3.

Life Stages	Hospital	Item:1	
		Mean	SD
Unmarried Women	Private	2.71	1.49
	Public	1.17	0.41
Married Women	Private	2.1	1.14
	Public	2.53	1.46
Retired Women	Private	2.69	1.55
	Public	1.6	0.89

Analysis: The table 7 & 8 denotes for each three item mean and standard deviation has been calculated for both Private and Public Hospital of Guntur district at various Life Stages. Private Hospital respondents are

aware of organization's work-life balance policies to great extent while, such awareness is to some extent in Public Hospitals. Private Hospital responses show that somewhat they are able to change their working hours on day to day basis, where as it not possible in Public Hospitals. Work disturbance or bothering even after working hours somewhat exists in Private Hospitals while, it is not or to some extent in Public Hospitals.

POLICY IMPLICATIONS: HRM INTERVENTIONS

There is a need for organizations to develop and implement effective work-life balance policies and encourage employees to make use of available policies. In public Hospital companies, employees are not aware of organizational policies related to work life balance. This can be made part of induction program so that employees are aware of policies.

1. Campaigns promoting current work-life balance arrangements accompanied by a review and extension of existing options.
2. Issues of work life balance have to be addressed from the angle, like Mentoring, Counseling and coaching people to face the issues as they arise.

3. Counseling sessions for better work-life balance for employees to be organized on regular basis.
4. Awards and prizes for managing work-life balance should be instituted, so that it works as motivation for all others to benchmark.
5. Prominence should be given to create female-friendly work place viz: pay quality policy, telecommuting options, job sharing etc.

Organizations should keep track of developments in best-in-class companies and should introduce policies proactively.

FINDINGS AND CONCLUSIONS

Work-life balance is a subject which is concerned to almost all the executives in the organization. HR profession's concern for better workplace is to address the work-life balance issues and create a great place to work. The study reveals that in the Life Stages of Unmarried, employees of both Private and Public Hospitals enjoy their work and are happy working with/under their managers. This means they are influenced by the motivational factors. On the other side employees are not benefitted by the workshops on work-life balance, they do not get sufficient time to get updated with latest trends in their job. This means organizational support factors affects their

work-life balance. Public Hospital lags behind in terms of providing training or conducting workshop on work-life balance and career advancement programs when compared to Private Hospital. At the Life Stages of Married, employees of both Private and Public Hospitals are affected by the balancing factors, psychological factors and personal factors. While taking up part time job which is part of career advancement factors does influence their work-life balance. In the Life Stages of Married, employees of both Hospitals are not much affected by the psychological factors and they enjoy their work. But they are affected by career advancement factors. Women who are retired and joined in both Hospitals are not much affected by personal, balancing and motivational factors but are greatly affected by career advancement and organizational support factors.

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