

Work Life Balance and Its Impact on Employee Retention A Study on Eye Doctors In Coimbatore District, Tamil Nadu

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Abstract

Employee retention is a big problem for hospitals in modern times. The lifeblood of every hospital is doctors. They are the most diverse and critical asset in any hospital. Due to the current economic recession, doctor's retention has become a significant challenge which will require the focus and consideration of many hospitals. There is strong competition in the market with all-round growth in all sectors of the economy. With this development and competition, there are lots and lots of avenues and opportunities are available in the hands of the doctors. The biggest challenge that hospitals are facing today is not only managing doctors but also retaining them. For any hospital, retaining and maintaining trained doctors is a key component of a hospital where expertise and skills are necessary to improve and able to be economically competitive. Keeping into account, the research is carried out to identify the issues and factors related to work life balance which can contribute to employee retention and to know the economic status for retention of doctors. The study's target population was 150 doctors. The respondents were taken from the district Coimbatore for the survey.

Keywords: Employee Retention, Economic Status, and Work Life Balance (WLB), Eye Doctors, Primary-health Centres.

I. Introduction

Employee retention includes steps to enable workers to work full time within an organization. For every organization, employees are valuable assets. This point has been acknowledged by organizations and programs to regard their workers as their most significant assets. It is the uniqueness of employees that gives to all the companies a competitive advantage. The same products and excel can be used in two companies, and the same organization. However, what sets them apart is their workforce. A healthy and efficient workforce organization succeeds in developing its competitive profit and corporate productivity. In India, the health sector sadly faces high vacancy rates for workers. This has a huge influence on the competitiveness of companies.

Healthcare has become India's largest sector in terms of both revenue and employment. Healthcare includes clinical trials, hospitals, outsourcing, medical equipment, medical tourism, medical equipment, telemedicine and health insurance. The Indian healthcare sector is growing at a fast pace due to its fast coverage, services and rising expenditure of public and private players.

The Indian healthcare delivery system is divided into public component and private component. The government, that is, the public health service system, consists of small secondary and tertiary care facilities in major cities and focuses on primary-health centers (PHCs) in rural areas. Most secondary, tertiary and quarterly care facilities in the suburbs and tier I and tier II cities are concentrated in the private sector.

It is anticipated that by 2020, the Indian Healthcare Sector will cross Rs 19.57 lakh crore (\$280 billion). Growing levels of income, increased awareness of health, increased disease prevalence and improved insurance will significantly contribute to development. In India, health insurance is moving from the Gross Direct Health Insurance Revenue to Revenue increased by 17.16 Percent to 51,637.84 crore (US\$ 7.39 billion) in Financial year 2020.

By April 2020, there were 169,031 sub-centers and 33,987 primary health-care centers (PHCs). The Indian hospital sector is expectable to hit 160 billion dollars by 2017 from 372 billion dollars by 2022. In India's health industry, the private sector has emerged as critical power lending national and international prestige. It accounts for nearly 74 percent of the country's overall health expenses. Telemedicine is a development that is rapidly evolving in India. Major hospitals (Apollo, AIIMS, and Narayana Hrudayalaya) have taken on telemedicine

services and many Private-Public Partnerships (PPP) have entered into them. In addition, India's status as a favorite tourism destination has been enhanced by the emergence of world-class hospitals and trained medical professionals.

The high rate of turnover of paramedics in hospitals is a major problem facing by healthcare sectors. The demand for trained human capital is rising exponentially as the Indian healthcare industry is expanding. The recruitment and retention of doctors in India have become a major concern for hospitals.

It has been found from the literature and best practices that employers consider their doctors as significant contributors. In order to ensure their doctors' commitment to the hospital, hospital provides fair incentive arrangements and increases its benefits. However, there is a shortage of doctors and high turnover in many hospitals. A hospital's success largely depends on the workforce, i.e the doctors. Doctors are seen as the backbone of the hospitals. The goal of this research is to detect the economic status and balance of working life for doctors.

Economic Status

Economic status plays a vital role in deciding for a doctor to continue with a hospital in the long run. The phrase economic status in this context not only includes monetary terms but other non-monetary factors are also to be considered. Doctors would always prefer to get themselves associated with a hospital which have a brand name and a work-friendly environment. Since a doctor's life is full of pressure, they would always like to work with a hospital wherein they get support from the administration in managing their working life balance. Also, doctors should have self-satisfaction in working with any hospital where they can have an assurance that their work will be recognized by the management which will help them in their career growth in both monetary as well as non-monetary terms. On the other hand, a renowned doctor with many years of experience and goodwill in the market will also facilitate the hospital in their growth. So, hospitals are also supposed to encourage such doctors in the best possible way. This will help them to retain such doctors in long run and also help in the growth of the hospital.

Work Life Balance

The expression "work-life balance" can once be described as an act to create a balance between professional and personal life. Work life and personal life as the two sides of a common coin are tied together. In the past, the task of creating and maintaining a balance between work and personal life was seen as a women-related problem. But, globalization has made it an issue of both genders among all the people working throughout the working class and all kinds of businesses worldwide that have increased the work pressure and advances in technology. The advantages are evident to workers. It provides a wider variety of career and job choices; decreases the need for each other to compromise and increases the likelihood of fulfilling both. It makes decent and quality life for people. In making work life balance possible for their workers, employers have found strong advantages.

II. Literature Review

So far, many studies on employee retention have been carried out. In the last few decades, the organization has been encouraged by the exponential growth of India's hospital industry to focus on employee-centered employment to keep its staff back. A large number of literature on retention has been published to date. A literature review of related studies provided insight into the topic and also contributed to the analysis of the existing gap for further research.

Employee retention focuses on the wide range of factors affecting the staying of an individual in a job by Mitchell et al. in 2001. The dimensions considered show that the employee has to do with others, how she or he fits in, and what the staff would sacrifice to leave the organization. He reported that the intention to leave and predicted subsequent voluntary sales negatively correlated with job embedding. A follow-up study of employment embedding (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004) showed that nonemployment is significantly predictive of subsequent voluntary staff turnover and voluntary absenteeism while employment embedding was not significant. Also, based on logic advanced in the concept of job integration, Mossholder and others (2005) observed the effects of relations on turnover. They identified that the centrality of the network and the conduct of interpersonal citizenship were negative to turnover. Zatzick and Iverson (2006) also found that non-employment embedding decreases sales, particularly among women. Allen, Shore, and Griffeth (2003) found that insight into supportive human resources practice contributes to the development of the retirement-related POS. As workers seek to increase the probability that valuable employees stay and less valuable employees leave, it is particularly promising that systematic research into the staying process will be carried out. According to Das. B and Baruah, 2013, it should be made possible to remain in your organization and it will depend entirely on how satisfied you are with your current employment to obtain a competitive advantage on the market. This is another management challenge. Abandoning a key employee means losing talent and creating problems in the health organization in particular to retention. The retention of employees is defined as encouraging employees to stay with the company for a long period of time using different means. It is also known as organizational initiatives by policies to discourage employees from leaving work (Hao. H, Kumar, R&K, 2012). The important employees of the company are therefore safeguarded by the rivals. The main issue

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leading to a variety of issues is high turnover. High turnover is responsible for the organization's large cost losses and presents a big obstacle for management (Raj A., 2013).

III. Statement of the Problem

The study has been conducted with a view to analyze the impact of economic status and work life balance on eye doctor's retention. These two factors play a vital role in doctors' retention. Since doctors' work life is very much dynamic and unstructured as they may have to attend emergency cases anytime and they undergo pressure all the time, so they are always found of a place where the management takes care of these factors and help them in managing their professional and personal lives which will give them a sense of satisfaction and help them in focusing on their work as they will be assured of their economic status as well.

IV. Objective of the Study

- a. To identify the economic status for retention of eye doctors
- b. To examine the issues and factors related to work life balance that may contribute to eye doctors' retention

V. Research Methodology

Research Design: The analysis was carried out by using descriptive approach. The primary data was collected through the structured questionnaire collected from five different eye hospitals namely KG Eye Hospital, Eye Foundation, Lotus Eye Hospital, Sankara Eye Hospitals and Aravind Eye Hospital. These five hospitals consist of major eye doctors (150 doctors) in Coimbatore district.

Unit of Analysis: The theoretical group consists of Coimbatore district eye hospitals.

Survey Instrument: After reading the literature, a series of 20 measures were selected for the study. A self-structured questionnaire prepared with reviews of previous studies and using these 15 measures of Work Life Balance (WLB) with job recognition, flexibility in timing, perks, and benefits, employee motivation, learning environment, career opportunities, organizational commitment, communication were taken for the study. For better subordinate relations and training while the collection of data on the study, 5 measures are taken for the economic situation with appropriate instructions for each section of the questionnaire.

Hypothesis of the study

H₀₁: There is no significant relationship between doctor's retention and work life balance of doctors.

H₀₂: There is no significant relationship between doctor's retention and economic status of doctors.

VI. Result and Discussion

Demographic Details:

Table 1: Demographic details

Profile	Category	N	Percentage
Gender	Male	85	56.67
	Female	65	43.33
Age	Below 30 yrs.	56	37.33
	31-40 yrs.	68	45
	40-50 yrs.	19	12.67
	50 yrs. above	7	4.67
Work Experience	Less than 5 Years	77	51.33
	More than 5 years	73	48.67
Income	Below Rs. 35000	17	11.33

	Rs. 36000-45000	28	18.67
	Rs.46000-55000	48	32.00
	Above Rs. 56000	57	38

The sample was predominantly male and the proportion ranged is 57.6 percent whereas 43.33 percent are female. The respondents were mostly middle-aged (82.67 percent) in the range of 30 to 40 years and mostly married (62.00 percent) and living with family. Nearly 20 percent of the married respondents especially males were living alone without their families in their respective hometowns. 51.33 percent of the participants had less than 5 years of experience and also middle-aged. 30 percent of doctors were having a salary in the range of Rs. 35000 to Rs. 45000 and rest 70 percent of the doctors were having a salary above Rs. 46000. There was not much difference in the number of participants based on their income.

Table 2: Descriptive statistics on work life balance, economic status and Doctor's retention

	Mean	Std. Deviation	N
Doctor's Retention	6.702	1.15926	150
Work Life Balance	8.542	1.46715	150
Economic Status	7.324	1.28396	150

Table 3: Correlation matrix on work life balance, economic status and Doctor's retention

	Extend of Doctor's Retention	Work Life Balance	Economic Status
Extend of Doctor's Retention (r)	1	0.773	0.463
(p) Sig. (2 tailed)		0.036	0.018
Work Life Balance (r)	0.773	1	0.316
(p) (2 tailed)	0.036		0.047
Economic Status (r)	0.463	0.316	1
(p) Sig. (2 tailed)	0.018	0.047	

Table 3 shows that the correlation correlations between the independent variables at a 95 percent trust level are important and that the correlations between the independent variables with the dependent variable are strongly compared. The intervariable correlations of the independent variables were powerful enough to influence the association with the dependent variable.

Extending employee productivity and work life balance (0.773, p-value < 0.05) show important positive relationship findings from the Pearson correlation coefficient. Therefore study conclude that the work-life balance and employee retention are significantly related. Third, the results indicate that the relationship between economic status and extension of doctors' retention is strongly positive (0.463, p-value < 0.05). Moreover, as correlation r value shows an essential positive correlation, the relationship between the variables can be used in a regression analysis model.

Table 4: Model summary on work life balance, economic status and doctor's retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.674 ^a	0.454	0.451	1.1427

a. Predictors: (Constant), Work Life Balance, Economic Status

b. Dependent Variable: Doctor's Retention

Table 5: Anova on work life balance, economic status and doctor's retention

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.178	2	4.294	35.077	.000a
	Residual	40.525	147	.122		
	Total	57.702	149			

a. Predictors: (Constant), Work Life Balance, Economic status

b. Dependent Variable: Doctor's Retention

The total model summary shows the R=0.674 linear coefficient value and is an observed and predicted model-linear correlation coefficient with a great value which refers to a strong relationship. Adjusted R²=0.451, R² change is also 0.454 and these values are significant which show that the overall strength of the association is moderately noteworthy. The coefficient of determination R² is 0.454; therefore, 45.4 percent of the variation in employee retention is explained by Work Life Balance and economic status.

ANOVA is used to exhibit the model's ability to explain any variation in the dependent variable. Table exhibits that the hypothesis that all model coefficients are 0 is rejected at 1 percent as well as 5 percent level of significance which means that the model coefficients differ significantly from zero. In other words, study say that there exists enough evidence to conclude that slope of the population regression line is not zero and hence, Work Life Balance and economic status are useful as a predictor of doctor's retention.

Table 6: Coefficient of Regression

	Un-standardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.77	0.451		8.3592	0.004
Work Life Balance	0.782	0.121	0.146	6.46281	0.003
Economic Status	0.463	0.079	0.126	5.86076	0.001

a. Predictors: (Constant), Work Life Balance, Economic Status

b. Dependent Variable: Doctor's Retention

From the table of coefficients, the regression equation can be obtained as

$$\text{Doctor's Retention} = 3.77 + .782 * \text{Work Life Balance} + .463 * \text{Economic Status}$$

The study finds that on zero expansion of employee retention, preserving the balance of jobs and economic status is at 3.77 from the findings in table 6. A unit improvement in the Work Life Balance has been found to lead by 0.782 (p = 0.003) while keeping the economic status stable. In addition, while retaining a balance of working life, unit raises the economic status would result in an improvement of the employee retention rate by 0.463 (p = 0.001). From the above analysis, H₀₁ and H₀₂ are rejected and hence, there is a significant relationship between employee retention, Work Life Balance and economic status of doctors.

VII. Findings

- The sample was predominantly male and the proportion range is 57.6 percent whereas 43.33 percent is female. The respondents were mostly middle-aged (82.67 percent) in the range of 30 to 40 years and mostly married (62.00 percent) living with family. Nearly 20 percent of the married respondents especially males were living alone with their families in their respective hometowns. 51.33 percent of the participants had less than 5 years of experience and also middle-aged. 30 percent of doctors were having a salary in the range of Rs. 35000 to Rs. 45000 and rest 70 percent of the doctors were having a salary above Rs. 46000.

- Employee productivity and work life balance (0.773, p-value < 0.05) show important positive relationship findings from the Pearson Correlation Coefficient. Therefore conclude that the Work-Life Balance and employee retention are significantly related. Third, the results indicate that the relationship between economic status and extension of retention of doctor's is strongly positive (0.463, p-value < 0.05).
- The coefficient of determination R² is 0.454; therefore, 45.4 percent of the variation in employee retention is explained by Work Life Balance and economic status.

VIII. Suggestions

- Any initiative to enhance the quality of health care services should focus on building and fostering the professional culture of doctors and establish a favorable working atmosphere that fulfills both the professional and organizational objectives. This would increase employee satisfaction, increase professional engagement and encourage their willingness to remain.
- The economic status acts as a catalyst in retaining a doctor which means that if the doctors are not having a sense of self-satisfaction in the working ambience, they will not be able to give their best. If they fail to give their best, they will not grow in personal and professional life.
- Work-Life Balance is a broad term that offers a proper focus among working life and employment, pressures, strain, success and motivation on the one side and private life that involves pleasurable, enjoyment, family and spiritual growth.

IX. Conclusion

The healthcare sector is witnessing the highest rates of attrition which makes it a major challenge to retain critical staff. Thus, the study aims to improve awareness of doctor's views on Work-Life Balance initiatives and recognize organizational factors that are essential for physicians to achieve a better Work-Life Balance. From the above study, it can be seen that So, it can be concluded that the economic status and the doctor's retention are very much interdependent.

Based on the findings, it can be concluded that imbalanced workload can have the effect of stopping and sales through their connexion to job fulfilment. In general, these results fulfil the main purpose of the study. The balance of work life, economic status and retention of employees are generally closely related. Research has also shown that in any situation, hospital management must know how to attract and retain doctors from existing resources. Clearly, the development of work life balance and other similar strategies is beneficial to promote doctor's retention.

Form the above, it can be clearly concluded that in the present era, the economic status and Work Life Balance are very much influential factors in retaining a doctor in their existing job for a long tenor.

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