

# A study of Work Life Balance among BPO Healthcare Employees

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## Abstract

Work life balance is a term includes proper prioritizing between work and lifestyle of individual person. Work implies person's profession and its goal. Lifestyle implies health, happiness, free time and engaging with family Work life balance is the very big challenge for every employee, especially in the BPO field. As it has the principle of 24/7 in the area of outsourcing. This paper is about the work life balance of BPO employees of both men and women who is working in healthcare sector. A descriptive study was conducted among two healthcare BPO companies in Chennai with a sample of 52 respondents. The following statistical tools are adopted; Chi-square analysis, ANOVA and Correlation analysis were performed with the software of SPSS (20.0). In this study, analyzed the effect that, the employees are struggling to manage the work and the personal life.

**Keywords:** Work Life Balance, BPO, Spend time, Mental Health, Anxiety, Tiredness.

## Introduction

Business Process Outsourcing is that, getting the job done through outsource. In this BPO Industry, one has to work under rotational shifts. Employees have to work with rotational shifts whether they are married or not married. So, the companies are getting their job through employees by fixing shift basis job under the rotational shifts.

From the time, the father of the house earns for the family and mother of the house were doing all the household tasks and so on. After, rapid changes most of the members move into jobs in a family particularly women. They were doing all the kitchen activities and simultaneously managing her office. Women typically find it more difficult to maintain a feeling of balance due to the opposing stresses of work and obligations at home. Working women must alert manage their personal balance and combine their positions in order for them to reach their best potential in all areas of life, Shobha Sundaresan (2015).

## Objectives of the study

This study investigated the work life balance of BPO healthcare employees. The main objectives are,

- To discuss the benefits and leave facilities provided by the company.
- To understand the feelings of the employees, as their tiredness and anxiety about their job.
- To analyze the ways to spend time with family.
- To examine employees how they are managing their life and work in the BPO healthcare industry.

## Literature Review

Charlotte K, et.al (2021), demonstrated a study about flexible hours of work and teleworking as these are flexibility measures that as it will easily attract the employees. Have tracked many job quality metrics, such as job satisfaction and perceived equity, to separate particular ways in which work life estimates applied to voluntarily departure of employee and checked for a restricted attractiveness of work life estimates to parents and women as the primary caretakers. Clement U, et.al (2020), presented a study about overload of work and hours of work on employee's performance with selected manufacturing sector. The author showed that, employees are often working with overload, which definitely affects the employee's performance in an organization as well as it will affect the overall productivity of the organization. Ajit kumar khare, et.al (2019), studied about garment units, to determine the relationship between the factors that affect the work and life, have conducted an exploratory study and observed that some feel satisfied in supporting their family and some felt that the family members have understood the working situations of the reality of work and life.

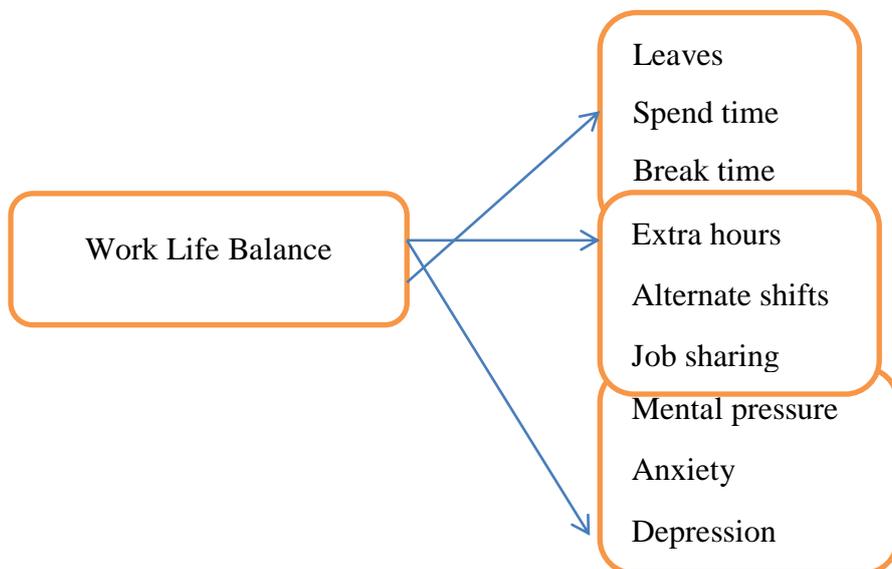
Mansi Tiwari, (2017), articulated that five components were managed by the working females, as self, time and stress, technological and change management. Female employees working in a private institution have found and conducted a semi structured questionnaire, finally concluded that the female employees received a lot of support from their family also found most of the organizations are not co-operative in balancing their life and work. Amandeep Kaur Sidhu, et.al (2016), examined the factors of work life balance concept to the female employees of working in bank and insurance companies in Punjab. The paper also focuses on some of the factors, as Personal and family life satisfaction, Office environment, Office work related knowledge and support, Relationship with co-employees, Appreciation in job, Government policies and spending time with family and friends.

Saloni Pahuja, (2016), measured the female employee’s personal life and professional life those working in bank sector. The study was found that the banks are not giving any policies for the female employees to balance their two sides. Vijayakumar Bharathi S, et.al (2016), examined the five constructs as, personal challenges, professional challenges, social media involvement, professional & personal enhancers. The study revealed that from among the five constructs, the most impactful components influencing the work life balance is personal enhancers and also described as social media doesn’t impact the work life balance. Monika Jindal (2016), measured the married working women those from the education, health care and service sector. As per the study, they have found most of the women unable to balance their life. Some of the women only have balanced their life as they earn more compare to the less earner of working women. Uzma Hafeez,et.al (2015), measured via questionnaire from the school teachers , by various independent variable of work life balance of long working hours , stress, change of job and flexible working environment also by various dependent variable of work life balance of salary, interpersonal relationship, spending time, balance between work and life also staff loyalty.

Syed Mohammad Azeem, et.al (2014), studied about hospital staffs and mainly their job satisfaction and Organizational Commitment. The author has found that job satisfaction and work life balance are important for enhancing organizational commitment to the healthcare employees. Shobha Sundaresan (2014), examined the factors and consequences of poor work life balance among working women, have framed a three factor model as knowledge, skills, behavior. Anshu Thakur, et.al (2014), studied from the education sector. Has analyzed the various difficulties faced by the women in the work place and home, as spending quality time with family and friends, temperament of women employee, affecting stress etc., Chitra Devi.et.al (2012), articulated mainly on personality using “Big five” personality model. From the analysis of variance, it was investigated that work life balance differs from the different age people and also different designation. Lata sujata et.al(2011),studied the influence of job on health, work and family related attributes, from the three attributes the author have found that, the issues mainly from the stress affecting the women employees at call centers.

Kanwar et.al (2009) examined and compared the impact of work life balance and burnout dimensions on job satisfaction between the Information Technology employees. The variables used are, work life balance, meaninglessness, exhaustion, demotivation and job satisfaction. Found that Work life balance and burn out affect the job satisfaction as poor job satisfaction can affect the productivity. Maria angelin jayanthi, et.al (2009), measured the reasons for working women in the night shift in the BPO sector of Chennai city and facing the problem of travel, security, health and caring responsibilities. Saritha Madipelli, examined the responsibility of employees and employers in balancing their work and life, analyzed the relationship of socio-economic profile, identified the factors influencing and evaluate the factors making work life balance.

**Conceptual model**



**Figure1: Work Life balance Factors**

As per this model, the BPO employees are balancing their personal and work life with some of the options. First, the various benefits given by the company as leave facilities, able to spend time with family and friends and sufficient break time. Secondly choices given to employees to balance their personal life with official work as, working for extra hours , providing alternate shifts and Job sharing options to work. Finally, the feelings of the employees as, how the employees feel their personal life and professional life when they manage both simultaneously, those are mental pressure, anxiety, depression, tiredness. Every employee has an opinion about their job, which might be positive or negative. If the mood is positive, then it is because that employee is feeling happy at work with the job satisfaction. At the same time, if the mood is negative, then it is because that the employee is feeling unhappy at work with the dissatisfaction. The level of work life balance of employees varies depending on their feelings. Two distinct goals were once known to be work and personal life. But the preservation of work –life balance has drawn the attention of companies and professionals as a result of changing times due to globalization and rising work pressures.

Professionals who spend a critical period of their whole day at work or even work for long hours are faced with the task of balancing their personal lives with their profession's requirements. Rabindra K Pradhan (2016).

### Research Methodology

#### Data Collection:

In this research, descriptive study was conducted and data collected using primary and secondary data. The primary data has been collected through the questionnaire and the secondary data has been collected through websites, journals and magazines. Questionnaire has been circulated and collected the responses from the two BPO health care company employees. The responses have been entered into the SPSS software.

#### Sample:

The sample size was 52 respondents and the area of the study was BPO employees. A simple random sampling was adopted. The first part of the questionnaire is demographic information and the second parts are related about the company's additional benefits, spending time with family, providing leave facilities, working alternate shifts, and about the feelings of employees of mental pressure, anxiety, depression and tiredness.

#### Measures:

Respondents have been responded to the list of statements, which belongs to the benefits of the company to the employees, and they have been measured with the five point Likert scale type of "5"=highly satisfied, "4"=satisfied,"3"=partially satisfied,"2"=not satisfied, "1"=highly not satisfied and for the statements belongs to the choices to the employees and feelings of the employees have been measured with Likert type scale of , "5"=always, "4"=often, "3"=sometimes, "2"=rarely, "1"=never.

#### Statistical tools:

The analysis was conducted by using the SPSS with the version of 20.0, and the statistical tools adopted are

- Chi-square analysis.
- ANOVA
- Correlation analysis.

#### Hypothesis of the study

- H<sub>01</sub>: There is no significant association between the age of the respondent and total experience by the employees.
- H<sub>02</sub>: There is no significant difference between the men and women employees and those who able to spend time with their family and friends.
- H<sub>03</sub>: There is no relationship between the company who is allowed working alternate shifts and feeling tiredness of the employees.
- H<sub>04</sub>: There is no relationship between the additional benefits given by the company and leave facilities provided by the company.

### Data Analysis and Findings

#### Table 1: Reliability

##### Reliability Statistics

Cronbach's Alpha	No of Items
.705	16

The reliability test was conducted with the help of Cronbach's alpha. The overall reliability score is 0.705. Hence it is proved that, can process this for further analysis.

#### Table 2: Cross tabs

Chi-square test between the, age of the respondent and overall total experience by the employees.

## Chi-Square Test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	36.258 <sup>a</sup>	6	.000
Likelihood Ratio	37.418	6	.000
Linear-by-Linear Association	25.466	1	.000
N of Valid Cases	52		

The Chi-square test shows that significance of the chi-square values are less than 0.05, hence the null hypothesis is rejected and it is found that, there is an association between the age of the respondent and the overall total experience by the employees.

### Table 3: Anova:

Anova tests were conducted to find the variance between gender and those who able to spend time with their family and friends.

#### Anova

Gender of the Respondent

	Sum of squares	Df	Mean Square	F	Sig.
Between Groups	2.001	2	1.001	4.465	.017
Within Groups	10.980	49	.224		
Total	12.981	51			

The ANOVA test shows that significant value is 0.017, which is less than 0.05. Hence the null hypothesis is rejected and there is a difference between the gender of the respondent and the employees those who able to spend time with family and friends.

### Table 4: Correlation analysis:

Correlation between feel tiredness and allowed to work alternate shifts.

#### Correlation

		Feel tiredness	Allowing to work alternate shifts
Feel tiredness	Pearson Correlation	<b>1</b>	<b>.338*</b>
	Sig. (2-tailed)		<b>.014</b>
	N	<b>52</b>	<b>52</b>
Allowing to work alternate shifts	Pearson Correlation	<b>.338*</b>	<b>1</b>
	Sig. (2-tailed)	<b>.014</b>	
	N	<b>52</b>	<b>52</b>

The correlation test shows that, the significant value is 0.014, which is less than 0.05. Hence the null hypothesis is rejected and there is a linear positive correlation between the company who is allowed working alternate shifts and feeling tiredness of the employees.

**Table 5: Correlation analysis:**

Correlation between provides leave facilities and giving additional benefits by the company.

**Correlation**

		Provides leave facilities	Giving additional benefits
Provides leave facilities	Pearson Correlation	<b>1</b>	<b>.587**</b>
	Sig. (2-tailed)		<b>.000</b>
	N	<b>52</b>	<b>52</b>
Giving additional benefits	Pearson Correlation	<b>.587**</b>	<b>1</b>
	Sig. (2-tailed)	<b>.000</b>	
	N	<b>52</b>	<b>52</b>

The correlation test shows that, the significant value is 0.000, which is less than 0.05. Hence the null hypothesis is rejected and there is a linear positive correlation between additional benefits given by the company and leave facilities provided by the company.

**Discussion**

The study mainly focused on the BPO industry of healthcare sector and this healthcare sector is given more weight compared to other BPO companies as it requires more analytical research of reading patient health history. While at work, need to concentrate more on office work it may be either men or women as it is full of mental concentrations. Based on that, the employees need to balance their personal life to work smoothly.

Organizations now must remember that the new generation of professional HR analyses their performance, not only in terms of rewarding jobs, but also in terms of policies and practices that can help them in maintaining a healthy WLB. As a result, if firms are unable to resolve their employees concerns about WLB difficulties, brilliant people may leave, resulting in a loss of productivity. Only happy and engaged employees with a balanced life can go above and beyond the call of duty and go that additional mile, which is crucial for accomplishing the company’s goal and vision, as well as the company’s business plan Rabindra K Pradhan (2016).

**Conclusion**

The study was conducted to measure the employees, as how they are managing their work and personal life in the BPO industry. It was discussed about the various benefits and choices given by the company and feelings of the employees. This study intimates that, there is a significant difference between the men and women employees and those who able to spend time with family and friends. It was found that, there is a relationship between the company, who allowed working alternate shifts and feeling tiredness. Further this study implies that there is a relationship between the additional benefits and leave facilities provided by the company.

Companies are providing some additional benefits some leave facilities and manageable alternate shifts, but still the employees are struggling to manage the work and life.

**Suggestions**

- Employees may participate in work life policies and programmes such as entertainment programmes, yoga and tours on a regular basis to relieve stress and balance their personal and professional lives.
- To relieve the manager’s workload, the business can modify flexible working options to meet the demands of the employees, such as flexi time, job sharing and so on.
- Organizations must establish counseling services through counselors who can assist employees in balancing their mental and physical rhythms.
- Organizations can provide open door policy, which will help the employees to open their mouth and talk the problems directly without any hesitations.
- Employees can divide the equal amount of time to the personal and professional life.

## Future work

Future research may include a bigger sample size, people from other professions and cultures, or different levels of employees within a single firm, such as executives, managers, technical staff and frontline workers. In future, may measure the work life balance with various experimental investigations.

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