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Effectiveness of Work Life Balance towards Employee Engagement in Hospitals with special reference to Pune

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ABSTRACT

In today's fast paced and unpredictable world it's not easy task to achieve work life balance. Every successful employee has to pass through the dilemma of work life balance in personal and professional life. The psychological wellbeing of employee friendly working and work time are positively and significantly influencing the level of work life balance among employees. Employee spent a major portion of his productive time at the workplace and not able to give enough time to his family as and when it's required. If employees are going through any of such problem either at the work place or in the family which will definitely affect the overall performance so it is important to study the various factors which disturb his or her work life balance. If the employees have imbalance in their personal and professional life than they feel to leave the job and therefore the attrition rate will be high so employee engagement become challenge for any organization. As the employee engagement and work life balance are very essential factors which involved in Hospital Industries. Due to change in the management and advancement of technology it becoming challenges to maintain the potential employee for the long run. Now a day's utmost care taken by each hospital towards hygiene and safety of the employee still initiative taken for work life balance is the most important aspect in employee engagement in medical industries. Expectation of the employee working in the Government hospitals towards the job are always more as compare to non-Government organization. For better work life balance the government should provide good working conditions, fair compensation and reward system, training and better career growth and opportunities. This study is based on primary sources of data and to some extent secondary sources. The primary data collected through online and offline as well and the secondary data from various authentic journals, books and literature on the subject, newspapers, magazines, reports and studies which were referred for the conceptual frame work of the

study.

Introduction

In today's competitive world work life balance is considered to be important for both, business practice and academic research. Any competing demands of work and family life cause conflict and negatively affect the wellbeing of employees. Many researchers study focused on assessing the impact of work life balance determined by work family conflict and family work conflict on the wellbeing of individuals employed in the organization either private or government sector.

Work Life Balance is a broad concept including proper prioritizing between 'Work' on one hand and 'life' on the other. In the broader sense, the term includes "life style balance". Globalization, downsizing and flexible work patterns have left many employees with a feeling of increasing work demands and pressure, and a daily struggle to manage their work and family responsibilities. Indian families are undergoing rapid changes due to the increased pace of urbanization & modernization. The healthcare industry which depends on its people. The life or death aspects are only one major difference. Healthcare employers need to discuss not just how to ensure their people are up to the job but how to engage them for a long run. There are some unique challenges the healthcare employees faced which are as follows:-

- 1) Managing a shrinking pool of healthcare devices.
- 2) Dealing with increasing demands from patients and employers.
- 3) Being responsible by virtue of performance for reimbursement.
- 4) Uncongenial working schedules
- 5) Managing on compromised sleep.

These above challenges led hospital administrators to look at re-engineering work life platforms in very deliberate ways. It's up to the individual employee how tactfully he handled his work life and personal life.

A hospital is a health care institution which continuously provides patient treatment with specialized medical and nursing staff and various medical equipment's. Hospitals are very important to everyone's lives. As hospitals are the central point for every individual it matter to people a lot. General hospitals which have an emergency department to treat urgent health problem ranging from fire and accident victims to a sudden illness. Specialized hospitals for dealing with specific medical needs. Specialized hospitals include trauma centers, rehabilitation hospitals, children's hospitals, senior's hospitals and hospitals for dealing with specific medical needs such as psychiatric treatment and certain disease categories. Hospitals are often founded and funded by religious orders or by charitable individual and political leaders currently. Hospitals are largely staffed by professional physicians, surgeons, nurses and allied

HealthPartners, whereas in the past this work was performed by the members of founding religious orders or by volunteers. Hospitals have a large range of departments eg. surgery and urgent care, and specialist units such as cardiology, pharmacy, pathology and radiology etc. Different employees are needed with different job skills. The employee working in hospitals are more prone to the various viral infections and they have to take utmost care of their health. Hospitals are one of the first places people go when they feel sick. To take care of patient hospital employees must stay healthy. Hospital employees across the globe faced many work

related problems like long hours, standing duty, a fast pace and stress from a job that can have life or death consequences. While taking care of others sometime they just ignore their own health. During the working hours they compromised with family time and their own mental peace. It has been observed that due to shift duty in emergency department they adjust their family time with the work time. There is always an imbalance of employees work life balance. Now a days the engagement level are dropping throughout the healthcare sector as compared to other industries and this can make a significant impact on a facility's quality of care which clearly shows that hospital need to prioritize employee engagement.

Types of Hospitals:-

Hospital types are depends upon Functionality, Size, Location, ownership and specializations. Following are some type of hospitals which will give more information about the how that particular hospital function.

SrNo.	Type of Hospital
1	Academic Medical Centre
2	Acute Hospitals
3	Ambulatory Hospital
4	Children's Hospital
5	Clinics
6	Community Hospitals
7	District Hospitals
8	Federal Hospital
9	For Profit Hospital
10	General Service Hospitals
11	Government – Funded Hospitals
12	Independent Hospitals
13	Large Hospitals
14	Local Hospitals
15	Long Term Hospitals
16	Medium Hospitals
17	Municipal Hospitals
18	Non Community Hospitals
19	Not for Profit Hospitals
20	Private Hospitals
21	Psychiatric Hospitals
22	Rehabilitations Hospitals
23	Research Hospitals
24	Rural hospitals
25	Specialty Hospitals
26	Teaching Hospitals
27	Trauma Center Hospitals
28	Trust Hospitals
29	Veterans Affairs (VA) Hospitals

Employee Engagement:-

Employee engagement is the strength of the mental and emotional connection of employees who feels towards the work they do in the working place. **Employee engagement is a deep, long-term connection of the employee towards his organization** Employee engagement is nothing but confidential feedback of the employee towards the organization based on their perception of their workplace. Basically employee happiness is not as same as employee engagement. Sometime employee may feel happy as and when he received promotion or raise which will slowly come to a disengagement over a period of time. So happiness is a short term which is rapidly changing measurement. If employees are satisfied they can only be measured at surface level. It has been observed that a satisfied employee may not be engaged. Engaged employees are more productive as their moral level are increased they usually stick around. Engaged employees are productive, while satisfied employees tend to coast through their work and experience. Organization need to take effective measures towards employee engagement by implementing innovative strategies for building a positive and healthy work environment, augmenting appropriate resources and keeping ambiguity at bay so as to enable a productive workforce for building sustainable organization. It has been observed that employee engagement drives effectiveness in an organization by improving retention, customer loyalty, employee productivity, safety and ultimately profitability.

Increasing engagement

In an age where hospitals are being scrutinized for the quality of care they provide, having engaged staff who are invested in promoting a culture of safety and transparency is important.

To fight against the problem of low engagement with hospital staff, Quantum identified three key elements that make employees feel more engaged in their companies:

1. **Consistent leadership.** Employees won't be engaged in a hospital's mission if its leaders aren't, too. According to the Quantum survey, leaders' commitment to creating a positive work environment was the top factor that made an impact on employee engagement – closely followed by trusting leaders to set the correct course. There's been some turnover in healthcare leadership in recent years, at every level from CEOs to nurse managers. And that shakes employees' faith in the commitment of their leaders, which impacts engagement. As a way to avoid this problem, hospitals need to monitor their turnover rates at all levels and figure out exactly why people are leaving – and how those left behind feel about it. That'll help facilities create targeted strategies to improve retention and keep engagement high.
2. **Feeling recognized and valued.** Doctors, nurses and other healthcare providers have been asked to take on a great deal of responsibility for patient outcomes. And all the new initiatives from the feds may cause them to feel stretched to their limits, especially if their efforts aren't valued and recognized. A significant factor that impacted engagement for healthcare workers surveyed by Quantum was whether the leaders of their organization valued its people highly. Increasing caseloads and abusive treatment from colleagues have caused many healthcare employees to feel disengaged. Hospitals must do what they can to stop these developments in their

tracks. Another way to boost engagement: Recognize employees for their successes, and use their failures as opportunities for improvement – instead of punishment.

3. Doing meaningful work for a successful organization. Employees are generally more engaged when they're working for an organization that's poised for success in the future. For hospitals, this means leaders must be forward-thinking about their mission and goals in the face of value-based care. They must also be transparent about their efforts with employees at all levels. If leaders keep the metrics they're using to measure success a secret, clinical staff won't know what's driving their decisions, and that feeling lowers engagement. The best metrics focus on patient-centered outcomes, keeping clinicians' natural workflow in mind.

Objective of the study:-

- 1) To study the work life balance of employees working in various hospitals.
- 2) To study the various factors which affect the wellbeing of employees.
- 3) To study the relationship of employee engagement and work life balance of the employee working in hospitals.

Research Design:-

This research study is based on primary sources of data and secondary data as well. To know the perception level of employees towards their work life balance some research question has been included. The questionnaire developed which covered many questions on demographic variables and about the different factors which are affecting on the work life balance. This study tries to identify the work life balance issues in employee's life and their engagement in Hospitals in Pune.

Sampling: -

The sampling covered the employees from hospitals which are specifically located in Pune city. Convenient sampling method is used for collecting the primary data through the structured questionnaire.

Research Methodology: - In this study a sample of 500 respondents were selected through a structured questionnaire. The researcher used probability sampling by using its category of convenience sampling.

The reason behind selecting convenience sampling was that because this method was the most easily accessible staff were chosen as the staff worked with emergency services (hygiene area) so not able to take much time and this technique is feasible and less expensive.

Research Design:- Research design used for the above research is Descriptive Research design. Primary data :- Personal Interaction and Questionnaire survey. Secondary data Journals, Magazines, Newspaper, Journal and from Web.

Data Collection:-

This study is based on primary sources of data and to some extent secondary sources as well. Primary data collected through Google form of questionnaire and telephonic interview due to covid situation it was very difficult to visit the employees personally

in hospitals. For that total 120 questionnaire were distributed across the various departments of hospitals the response was poor due to emergency situation during this pandemic period. It has been observed that few questions answers were not given by the employees. Out of 500 sample only 442 staff answered few research questions so it was little difficult to analyzed the result. This analysis was carried out on the basis of daily work and personal life of the employees and their experience of during this busy schedule. For secondary data various authentic journal – National and International both ,books, newspapers, related literature on the similar subject, magazines, reports and studies were referred for the conceptual frame work.

Literature Review:-

According to the latest research done by Quantum Workplace, a consulting firm, surveyed thousands of employees around the country and found that the healthcare workers engagement scale is comparatively very lowest. To increase the employee's engagement researcher recommends to promote a culture of safety and transparency is important. To fight against the problem of low engagement and attrition rate with hospital staff, Quantum identified three key elements that make employees feel more engaged in their companies.

1)Dr. Urvashi Sharmaa and Prof.Rableen Kaur Raob(2000) in his article 'Issues in Work Life Balance and its impact on Employees: A Literature Review' base article in which the with the help of literature review the researcher found that there are different issues in work life balance and which get impacted on employees negatively. Finally to find out the influence of work life balance on various aspects like physical, occupational, emotional, social, spiritual and environmental wellbeing of employees. Researcher concluded that achieving a better work life balance yields more dividend for both employees and employers in terms of being more motivated towards work and productivity.

2) The research paper titled ' Measuring Job Satisfaction Level of Government Sector Employees A case of Bureau of Statistics, Government of Sindh, Pakistan' by Shah Nawaz Jiskani and Khalili –ur-RehmanBhatti and Shoaib Ahmed from in this case study the researcher examines level of job satisfaction among the staff of Sindh Bureau of Statistics, Planning and Development Department , Government of Sindh. The study was based on measurement of satisfaction of employees satisfaction against various facets of their job. In this exploratory research approach close ended questionnaire as used with four point Likert scale. Finding of the study are likely to offer guideline to other government departments in understanding the various job satisfaction facets in the government sector departments and taking measures in that regard.

3) Researcher Dr. Indu Gautam and Sameeksha Jain (2018) Doon University,Deharadun reveals in this study with research title ' A study of work life balance: Challenges and Solution' which is purely on literature basis and this study focused on assessing the impact of work life balance determined by work family conflict and family work conflict on the wellbeing of individuals employed in the private sector in India. He further conclude that wellbeing was measured by levels of family satisfaction, work satisfaction and psychological distress.

4) The research paper titled'THE IMPORTANCE OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE MILLENNIAL GENERATION IN INDONESIA'

by Christian in his paper researcher had focused on work life balance of millennial generation and its effect on their performance. This study uses qualitative methods in systematic review. To achieve high employee performance researcher had recommended focusing on various theories to improve the work life balance of the employees.

5) Research paper titled 'Work Life Balance of Employees and its Effect on Work Related Factors in Nationalized Banks' by **S. SathyaDev and Dr.S.John Mano Raj** Associate Professor, Indian Institute of Plantation Management, Bengaluru In this paper the researcher studied about the work life balance of Banking sector specially the employee working in Private Banking sector. In his study researcher found that the banking job are very tedious job and tremendous pressure on the employees and therefore the wellbeing of the employee get affected and its badly impacted on the productivity or performance of the employee.

6) In this research study Mr, S. Aveline and Mr. R. Mohan Kumar from Bharath University, Chennai found in paper titled 'Employee Engagement and Effects of Work Life Balance in Software Industries in Chennai which publish in International journal. In this research study Mr, S. Aveline and Mr. R. Mohan Kumar from Bharath University, Chennai found in paper titled 'Employee Engagement and Effects of Work Life Balance in Software Industries in Chennai'. In this research it has been found that due to the emerging trends in software industry peoples life style has been changed and employee had experienced and take more initiatives in work life balance which was the most important variable in employee engagement. This paper focused on work life balance of employee which affected due to long and standing hours and strict supervision by the management. Hence researcher recommends the family friendly policies should be adopted in organization

7) The research paper 'The Effects of Work-Life Balance towards Employee Engagement in Millennial Generation'DwiPutriLarasati University of Muhammadiyah Malang NidaHasanati University of Muhammadiyah Malang Nida3105@gmail.com Istiqomah University of Muhammadiyah Malang Abstract. This study concludes that there was one factor which affects employee engagement on millennial generation. The study shows that how frequently the millennials leave their jobs if they not feel attached towards it. Employee disengagement can destruct the software company which affects the productivity. Researcher concluded with further scope of research in emotional intelligent and harassment factors which can be examined on the next level.

8) Toyaz Shekhar (2016) in his article studied the relationship between work life balance and employee engagement. Further in this paper it highlights contextual factors affecting employee engagement and work life balance. This paper was built on relevant literature and recent studies on work life balance and employee engagement. The result of this study clearly specified that there is inverse relationship between pleasure and work. Further researcher had examined the effect of change in work interference on personal life of employee. Researcher aimed to derive an ideal situation of equilibrium between pleasure and work termed as work life balance.

9) In this research study Mr, S. Aveline and Mr. R. Mohan Kumar from Bharath University, Chennai found in paper titled 'Employee Engagement and Effects of Work Life Balance in Software Industries in Chennai'. In this research it has been found that due to the emerging trends in software industry peoples life style has been

changed and employee had experienced and take more initiatives in work life balance which was the most important variable in employee engagement. This paper focused on work life balance of employee which affected due to long and standing hours and strict supervision by the management. Hence researcher recommends the family friendly policies should be adopted in organization.

10) In this article titled 'An investigation of the relationship between work-life balance and Employee Engagement' different business case studies discussed by giving the different organizations examples. It measures Employee Experience levels and perception of work life balance of employees from two UK based organization and compared their results. This article discusses research carried out to investigate the possible relationship/link between WLB and employee engagement (EE). In this case study the researcher measured EE levels and perception of WLB of employees. The main focus was on fair procedures in performance management which offered a comparatively limited range of WLB facilities to its employees.

Research Gap of the study:-

The study which was conducted till today with primary or secondary data were in qualitative and quantitative terms in various sectors. It has been found that the study of work life balance and its impact already done in Banking, IT sector, Pharma Industries, Police department, Education, Transportation industries and other service sectors likewise very few researcher research on the Hospital effectiveness of employees work life balance and their engagement towards working place. Majority studies are conducted outside India compared to Indian studies. Very few research studies in India which focuses on providing work life balance to employees. So there is a scope to explore work life balance studies in medical industry means with hospital employees and to observe their impact or effectiveness with employee engagement.

Limitation of the Study:-

During this corona period it was very difficult for the researcher to collect the research data from the employees as the Hospital industry come under the Emergency service industry.

- 1) The study was limited to selected hospitals of Pune due to pandemic.
- 2) The sample size was also one of the limitation due to this it may not give a clear idea about the topic.
- 3) Only selected hospitals were chosen to collect the research data during a particular period.
- 4) The research can be specific to a particular data which is less and not satisfactory.

Data Analytics:-

Hospital wise Distribution of Respondents: Table 1

From the above table 1 and the calculation which had found that most of the patient and patient parent preferred Government hospital compared to other hospitals as it shows 37 % respondent had responded. Semi Government hospital also provide services and customer or patient preferred the semi Govt. hospital also compared to private and hospitals under trust.

Sr. No.	Type of Hospital	No. of Respondents	Percentage
1	Government Hospital	163	37
2	Private Hospital	97	22
3	Semi Government	124	28
4	Hospitals under Trust	58	13

Demographic Variables:-

Demographic variable used to analyze the demographic profile of the respondent in the Table no. 2wgucg us approximately 74% responses received. Demographic variable state the frequency and percentage of the respondents for each of the descriptive such as age, education, occupation, marital status, Income, experience etc. Demographic variable state the frequency and percentage of the respondents for each of the descriptive such as gender, age, education, experience, occupation of employees, marital status, which is used to analyzed the demographic profile of the respondents. In table 2 we can clearly note around 55% percent respondents are male and 45% respondents are female, were maximum respondents around 70% fall in the age group of 30-40years. The sample is almost equally distributed among married i.e 40% and 60% of population is unmarried. It can also be seen that 40% of the respondents are graduate and 15% of the respondents are post graduate and hardly ten percent of them has higher degree as well.

Mostly the respondents like 20% of the respondents have total working experience of 5-10years. It was also found that the experience more than 10years to 15 years and 15 years it 20years are almost the same that is 30% respectively and experience above 20% for the experience above 20 years. It has been found that monthly income of majority of respondents is below rupees five lakh p.a. Through the research it has also observed that Doctors, Nurses and brothers are more compared to other designations and it exactly same that is 25% which is comparatively more with other designation.

Table 2. Demographic Variables

Demographic Variable	Frequency (N=442)	Percentage (%)
Gender		
Male	243	55
Female	199	45
Age (years)		
22-30	88	20
30-35	142	32
35-40	168	38
Above 40 years	44	10
Married Status		
Married	177	40
Unmarried	265	60
Education Qualification		
Intermediate	110	25
Graduate	176	40
Pharma Diploma holder	45	10

Post graduate	66	15
Highest Degree	45	10
Designation in Hospitals		
Doctor	110	25
Surgeon	67	15
Lab Technician	22	5
Physiotherapist	89	20
Nurses and Brothers	110	25
Helper	44	10
Income in (Rs)		
Rs. 15000-20000	35	8
Rs. 20000-25000	44	10
Rs.25000-30000	88	20
Rs. 30000-35000	111	25
Rs. 35000-40000	124	28
Above Rs. 40,000/-	18	4
Experience in Years		
5 yrs to 10Yrs	89	20
10yrs. To 15 yrs.	132	30
15 yrs. To 20 yrs	132	30
Above 20 years	89	20

Relationship between Work Life Balance and the Employee Engagement factors:-Table 3

Sr. No.	Work Life Balance	Frequency (N=442)	Percentage (%)	Mean
1	Work Stress	270	61	186
2	Job Satisfaction	172	39	
3	Attitude	320	72	
4	Job commitment	185	42	
5	Competency	170	39	
6	Target Achievement	220	50	
7	Career Development	120	27	
8	Rate of absenteeism	150	34	
9	Health Issues	260	59	
10	Family and personal time issues	130	29	
11	Shift duties	280	63	
12	Grievances if any	70	16	
13	Excess workload	150	34	
14	Long working hours	160	36	
15	Uncooperative supervisor	90	20	
16	Technology adopted in hospital	310	70	
17	Culture of working place	110	25	

Relationship between Work Life Balance and the Employee Engagement factors:-

To find out the relationship between work life balance and the employee engagement factors the questionnaire has been framed and the responses collected from the respondents. As we determined the relationship between WLB and employee engagement with the help of correlations analysis was used. The above table indicated the degree of correlation between work life balance and the employee engagement factors. Work stress has negative relationship with Job and the rate of absenteeism increased that is 34% when the work stress reduced than the rate of absenteeism reduced to certain extent and the factors such as job satisfaction and commitment and competency, career development increased towards happy life and it end with good work life balance relationship towards the engagement.

Findings:-

- 1) The study clearly reveals that in general the perceived level of work life balance among the employees of hospitals is low. Major respondents except some category felt that they are not able of balance their work and personal life. It has been found that unmarried employees working in hospital are the exception for the same as they able to balance work life balance effectively.
- 2) There is a positive relationship with work life balance and employee engagement factors such as culture, job satisfaction, attitude of employees, competency career development and health , work stress and rate of absenteeism and attrition rate.
- 3) Married women working in hospitals found themselves in a very tight schedule and it's not easy for them to handle job with changing shift duties and home responsibilities exception to joint family.
- 4) Employees who are unmarried can easily handle workload, pressure of work and long working hours and work stress too compared to married employees.
- 5) It has been found that more mistake happens in hospitals due to work stress among the employees who are not able to balance work life. Eg. Negative effect on the treatment of patients.
- 6) As the work pressure, shift duty, health problem, very less time for the family and infection to diseases, long working hours may cause the employee to leave the job or towards disengagement.
- 7) During the research it has been observed that the mostly the employee working in hospital may lose the chance to attend or rather bound to distance themselves from the social ceremony due to time constraints they are not able to attend social gathering.
- 8) There are certain other obligations which are to be taken care for the employee who are working in the hospitals like child and old parents care, child school fees, medical leave for their own health issues, medical facilities or insurance of their spouse, child and old parents, drop and pick up facility, canteen etc. Everybody work for their family at the end of the day if this aspect is neglected then there will be disturbance in family and ultimately it leads to de motivation and this reduce the efficiency and finally disengagement.
- 9) It has been found that as compared to other industries the hospital employees cannot work from home as he/she may doctor, nurse, lab technician, medical representatives or brothers/sisters. Supervisors or helpers who clean or disinfect

the hospital premises. So they have to come to the hospital and give utmost care to the patient.

- 10) It has been found there is no proper policy for availing the leaves except some hospitals.
- 11) There should be Recognition, Reward and Award for good performance along with promotion policy with career enhancement to each employee working in hospitals. This will motivate the staff to have sense of belongingness and increase the morale which will reduce the attrition rate and increased the employee engagement and hospital goodwill.
- 12) It has been observed that only few private and government hospitals are adopting the latest advance technique and machinery of medical and also ready to provide training to the employees with the help of which the critical patient get immediate cure.

Recommendations: -

- 1) As most of the employee feels that there is absolutely imbalance in the wellbeing of the employee than there is need for creating conducive atmosphere by the hospital authorities in such a way that this problem can be solved. Even on individual level they should try to manage to the extent possible way as the problems will be everywhere.
- 2) Long working hours is not in the interest of the employee and patient in general so hospital administration should reduce the long working hours and make the rotation shifts for the employees.
- 3) There has to be some provisions for stress relief in workplace itself so the policy will definitely reduce the tension, fatigue and reluctance which affect their work and they will happily give service to the patient.
- 4) Employee should also get support from their family members so that they can deliver their service successfully and happily work which will increase morale of the employee which will automatically take them towards employee engagement.

Conclusions: -

The current paper has contributed studying work life balance and its relationship with employee engagement. From this study it is evident that work life balance plays a vital role in employee engagement. Employees who are in the age of 30- 40 years are more satisfied in the job and they are able to balance their work life. It has been observed that the employee having shift duty are more stressed compared to normal shift employees. It has been found that long working hours and shift duty impact in the family life of the employees they are finding difficult to work efficiently and faced lot of health issues. It's become challenging task for routine work as they are finding many difficulties to balance their life. As the work from home option will not be helpful for the healthcare industries as they need to take utmost care of the patient. Researcher recommend that the healthcare industries need to concentrate to their policies and make the employee more happy in the workplace by taking some remedial measures which recommended hence the employee will be more engaged towards the hospitals.

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