

Work Culture in Super Specialty Hospitals: An Appraisal by Women Employees in Bhubaneswar



Jhilli Mohapatra, Arpita Mitra

ABSTRACT: *Globalization and Industrialization provides job opportunity both for working men and women. With new job opportunity for women there are opportunity for high pay, which increase self- confidence and bring about freedom. Traditionally society has allocated women the responsibility of traditional domestic chores and skillful upbringing of their children's. Today's society has added some new responsibilities to women that are contributing to family earnings, which make them capable to shouldering twofold expectations with their male counter parts. Tattered between career aspirations, work culture of organization, and work over load today's women are facing the burden of stress and strain in their normal life. The rising prospect of health care institutions call for enhanced work pressure and competition for success in the health care sectors becomes the new segments where employees stress is much higher. Anxiety and stress due to the demands from workplace creates job stress which simultaneously affects the family life and career of working women. The present study is a small sample survey where primary data has been collected through self administered questionnaire from working women, more specifically doctors and nurses working in private hospitals in Bhubaneswar. This study try to find how women employees in hospital sector experienced role conflict between their career and economic obligations, are subjected to psychological and physical harm.*

Key words: *Job stress, work culture, hospital sector, role conflict, and role overload.*

I. INTRODUCTION

Due to industrialization, urbanization, special social legislation particularly in favor of women and with the increase of education and consciousness women have transferred their rank from home to higher level of skilled actions. This alteration in environment has expectant and provoked the women for search of work outside the home, which create stress in women who hold the responsibility of housewife, mother and working women at a time [1]. Globalization has brought enormous autonomy to women in contemporary society. Globalization and Industrialization has open up broader communication lines and brought more companies as well as diverse worldwide organizations into India.

This provides chance not only for working men, but also women. With increasing new job opportunities for women there are opportunity for higher pay, which increase self-assurance and bring about freedom. In the neo liberal work practice, contract work, over work, co operative practices, payment by result etc. make it very difficult for women to cope with their multiple responsibilities. Stress at work place is especially related to the nature of the work being performed. Women who juggle between multiple roles experience stress in the form of being hurried and starved for leisure. As women break away from their traditional roles and begin to compete in the workforce, there is concern that they are increasingly risking their health [2].

II. CONCEPTUALIZING JOB STRESS, WORK CULTURE, ROLE OVER LOAD, ROLE CONFLICT

Job Stress can be define as the destructive physical and poignant responses that occur when the necessities of the job do not match the potential, possessions or needs of the worker [2].

Work culture is an amalgamation of qualities in an organization and its workers that occur from the appropriate ways to think and act. The work culture of an organization is a creation of its history, customs, values and visualization ([https:// specialties. bayt.com](https://specialties.bayt.com)). Workplace usually shares in a society's overarching culture, but they have cultures of their own. Official cultures set by management, as well as numerous sub cultures try to particular occupation or segment of the organization. Official cultures are likely to be manifest in clearly expressed organizational values, scientific policy, and even dress codes [3].

Role over load exist when an individual carry out multiple roles same time and lacks resources to perform them (<https://onlinelibrary.wiley.com>). This type of stress is quickly increased as more and more work is being demanded of employees. It occurs when a person is hard-pressed for time or feels that he/she is helpless to handle the total quantum of work anticipated from him [4]. Role overload is the general state when people perform more diverse role than they have instance, energy and possessions. Particularly for working women career role frequently challenge with a parent role for time and energy [5].

When people face competing strain with their diversive roles then **role conflict** occurs.

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Two types of role conflict originate in most of the organizations; **Inter role conflict and Personal role conflict**. **Inter role conflict** originates when an employee has two sets of roles that are in clash with each other whereas **Personal role conflict** occurs when personal roles clash with organizational goals [6].

III. SUMMARY OF RELEVANT LITERATURE

A. Gender, Work and Job Stress

Work and personal life is the two most important specialties in an individual's life and their perimeter has been the purpose of study for researchers worldwide. So there is a need to create a sense of balance and combine family needs with career necessities. Partly as a effect of the Industrial Revolution, large numbers of people in the nineteenth and twentieth century were displaced from their rural homes and moved to urban setting for penetrating of new jobs which are created in urban settings [7]. Work is defined as rounded action combining imaginative, theoretical, and logical thinking and use of manual aptitude- the vita active of human survival [8]. There has been a significant rise in the women number getting out from the boundaries of the house hold and becoming workers in both cities and the villages, according to the 1991 Report of the Census Commissioner. Broadly speaking, 89.0 percent of the women were found to be working due to their financial needs. A study of 225 working women in Jaipur in 1989 by Deepa Mathur, identified six motivational factors in women employment [9]. Women as anguish from role stress due to combination of career and traditional house hold chores [10,11]. Women experienced more stress for the reason that they set higher standard for themselves [12].

B. Gender and Role conflict

Role conflict occur when a person receive contradictory in sequence about work tasks or standard from different individuals [13, 14]. It arises when employees have more than one boss or supervisors with different sets of expectations which is difficult to fulfill [15]. Studied that the correlation between working women's worry, sadness and aggression levels and their apparent career and family role commitment. According to her, women who placed work roles over family role score considerably higher on anxiety and hostility scales than those for whom family roles were more important. Role conflict exists when persons (particularly women) fulfill various roles at the same time, such as spouse, parent, and paid worker [16]. It is a simultaneous incidence of two or more sets of strain such that fulfillment with one would make more difficult compliance with the other [17]. **Role conflict** has been found to be a source of non-attendance, job displeasure, and hypertension and even suffers exhaustion. The unpleasant effect of role conflict is marked in people who have the personality trait of inflexibility. Role clash and Role ambiguity have been measured instrumental in prevent an employee from fulfilling the demands of a role effectively and cause severe stresses [18, 19]. Conflict between various roles has been found to be related to irritation [20].

It is widely accepted that working women characteristically maintain major task for the home and family and more often than men, bear the burdens of role

overload and role conflict [21, 22, 23, 24]. Thus, the stress of being both home maker and profession women might be expected to lead to proportionately more severe strains [25].

C. Women in Hospital Sector

The hospital is an essential element of communal and medical association. The major purpose of which is to provide inclusive health care for total population, both medicinal and protective, and the outpatient services of this is to reach out to the family and its home environment; it is also a centre for training of healthcare employees and for biosocial investigation [26]. Despite the model of gender stratification in the healthcare sector, the past society have witnessed a noteworthy increase in the number of women and racial minorities who are being accepted into medical schools and becoming physicians. Now nursing became the quintessential female occupation. The majority of women in healthcare became nurses and physicians subordinate workers. Today the single largest occupation in the field of healthcare sector is nursing [27].

Women have been served India commendably as doctors and nurse. Female doctors have been establishing to execute capable surgery by virtue of their soft and accurate fingers. They have monopolized as nurses in the hospitals and nursing homes. Very few men have been capable to compete with them in this sphere because the women have the natural trend to serve and clean. Women's can notably serve humanity in the hours of sufferings and agonies. By the figures, unquestionably women lead in healthcare. They take part in decision making- 80% of family healthcare resolutions are made by the women's and 75 % of women are also family care givers. Add on the employment front, a huge that is 78% of all healthcare and social support workers are women, while 77% of all hospital employees are women (<https://www.healthcareers.com>). Over 60% of workers inflowing the healthcare industry are women (<https://www.mckinsey.com>).

IV. METHODOLOGY OF THE STUDY

This piece of study is exploratory in nature, where the information is collected through a self administered questionnaire. The women, particularly, Doctors, Nurses, and Lab Technicians working in super specialty hospital and medical college of Bhubaneswar, Odisha constituted as the population of the study. Women employees of the private hospitals of Bhubaneswar will be the sample unit. Two hundred (200) women employees including Doctors, Nurses and Lab technicians, from different private hospitals of Bhubaneswar city will be the sample of the study. Women employees of private super specialty hospitals the age group between 20 – 45 years are the universe of the study (doctors, nurse, and Lab Technicians), among them 8% were doctors, 89% were nurses and 3% were in Lab Technician post. According to the description of the population characteristics most of the women employees are married (54%) and most of them were unmarried (43%) and only 3% are single.



This is a small sample survey in which two hundred numbers of questionnaires were distributed to the women employees of different private Hospitals, Bhubaneswar. Non probability sampling method was used to select the sample units within the hospital for this study, Purposive sampling techniques and Snowball sampling techniques were used for this study.

V. FINDINGS OF THE STUDY

VI Career Aspirations and Role Stress:

VII. No. of working days

maintenance of family affairs and traditional household chores like child care, adult care, etc., in their everyday life so they are stretched between two contradictory expectations. Hence a kind of conflict arising from a lack of adjustment between two competing roles to be faced by them.

• **V.I.2. Relationship with highest authority and colleagues**

In respect with the question 70% respondents have a good relationship with their highest authority, 23% respondents have an average relationship with their highest authority. 7% respondents have indifferent kind of communication with their highest authority. 54% respondents are getting high cooperation from their colleagues while 44% respondents are getting moderate kind of cooperation from their colleagues and only 2% are not getting any help from their colleagues. 17% respondents reported that they are not getting any help from their superiors when they are facing work related problems.

• **V.I.3. Respondents view on work culture**

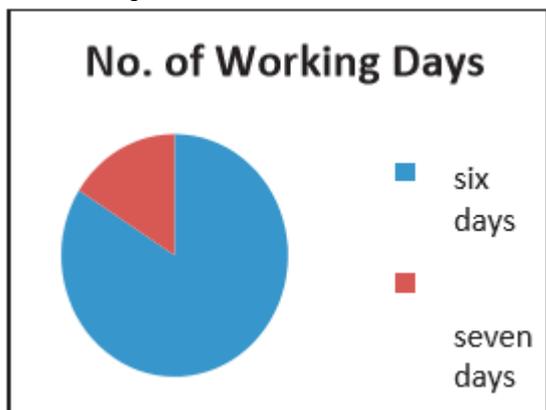


Figure V.I.1. Shows that out of 200 employees 84% of women employees work six days in a week, but 16% those who are engaged in some emergency ward sometimes work seven days in a week.

• Working 6-7 days (48-56 hours) per week is attached with unhappiness and depression. Women working in hospital sectors many a time work with work overloads, dealing with dissimilar patients, etc. Apart from their professional work pressure they are also associated with other familial and societal responsibilities like

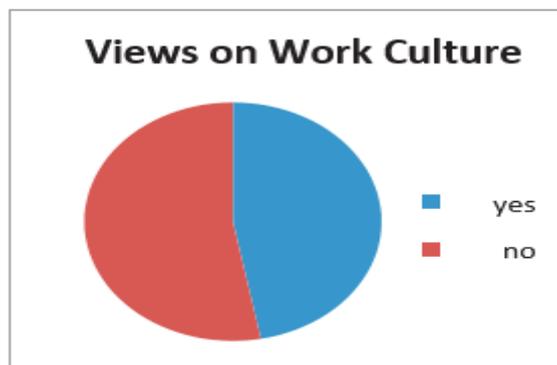


Figure V.I.2. Shows that 47% respondents are satisfied with the work culture, whereas 53% respondents are feeling unhappy as well as less satisfied with their work culture. The above figure shows that a majority number of respondents are not happy and satisfied with their existing work culture. Professional work with economic independence makes a woman’s life smoother and easier. But those who are unhappy with the existing work culture they feel role conflict and role overload.

• **V.I.4. Respondents view on working in private sector and public sector**

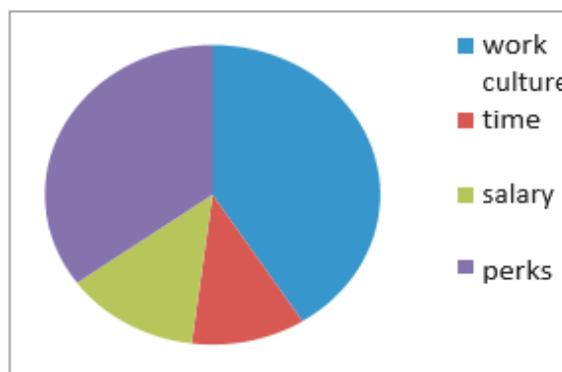


Figure V.I.3. Shows that 41% of the respondents have said that there is some difference of work culture between private sector and public sector. 11% of the respondents feel flexibility of time is

present in public sector, while strictness of in time and out time in private sector, 13% of the respondents expressed that in public sector salary of employees are comparatively high, 35% of the respondents are with a view that other benefits are more in public sectors.

Work culture of private sector is different from the public sectors work culture. The workers in private sector are expected to execute consistently at higher levels with long working hours and reduced support staff. This may leaves the employees with very little time for family, social and other duties. The reality of public sector is somewhat similar to the government sector. Flexibility of working hours, equilibrium of pay structure is the positive aspect of public sector. Those who are engaged in private sectors sometimes feel stressed due to difference in work culture and pay structure.

• **V.I.5 Work Enjoyment.**

place also favorable atmosphere with supportive staff, colleagues, and highest authority create a positive environment for the working women.

Working in a positive mind helps to make their life better as well as independently they enjoyed their both the life. Majority number of respondents enjoyed their work, which means they successfully create a balance between their both responsibilities, but those who are not enjoyed their work they experienced role stress and role conflict.

V.II. Economic obligations and role conflict:

- **V.II.1. Personal income** - 85% of the respondents earn 10 to 20 thousand per month while 4% respondents earn 20 – 30 thousand, 5% respondents earn 30 to 40 thousand, and only 6% respondents are coming under above 40 thousand income group. Low paid create an un healthy atmosphere and conflicting situation to the working women.

- **V.II.2. Work over time** - 71 % of the respondents are work over time. Work overtime means work for longer hours than their contractual time. Work overtime with over time allowance reduces workplace stress among the workers. Frequent over work sometimes affects employee’s mental, physical and social life. Rigid work schedule with over time interfered with women’s satisfaction and family life.

- **V.II.3. Work in shifts**-85% of the respondents work in shifts. Work in shift is common in most of the hospital sectors. Hospitals, the major employer in the healthcare ground, occupy more night shift workers. Shift work creates harmful impact on sleep, health and comfort, social and domestic situations. The rotation of shift was 8 hours for all respondents. On an average of 7 days shift was common in morning and afternoon. Sleep disturbance leads to fatigue among the healthcare professionals as well as persistent anxiety and depression. Life style change due to shift work can directly affect an individual’s health.

- **V.II.4. Do you enjoy freedom in this job?**

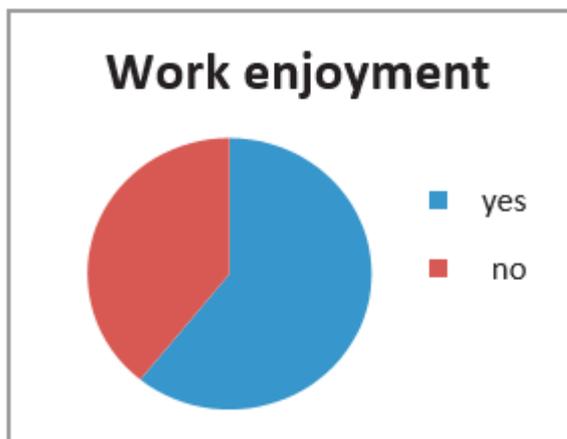
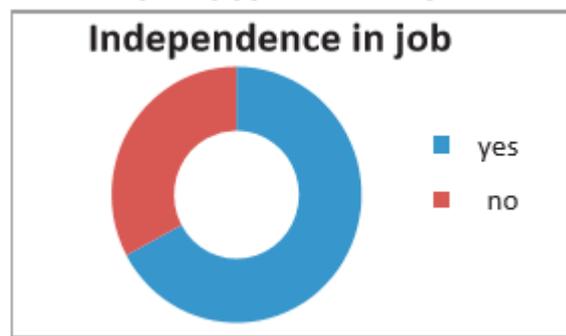


Figure V.I.4 shows that out of 200 respondents 142 numbers of respondents confess that they enjoy their work while 58 numbers of respondents said no to this.

In today’s busy world women’s creates a positive mind towards their professional work. Successfully they manage their professional as well as household responsibilities. Supportive parents, children, spouse tried to make their household responsibilities smoother. At work



- **Figure V.II.1.** Shows that 47 % respondents enjoyed freedom in their workplace while 53% are not enjoyed freedom.

Healthy work environment create positive attitude towards work. Good relationship with highest authority, colleagues and peers create a good environment for the women workers. Healthcare professionals along with doctors and nurses are accountable for the protection, curing and improvement of intensely, or constantly ill or wounded people. They require gentleness in their attitude with compassion and sensitivity. Work under a stressful situation and pressure leads to occupational stress. But working in a free and cordial environment creates positive atmosphere.

- **V.II.5. Stress in your work life**

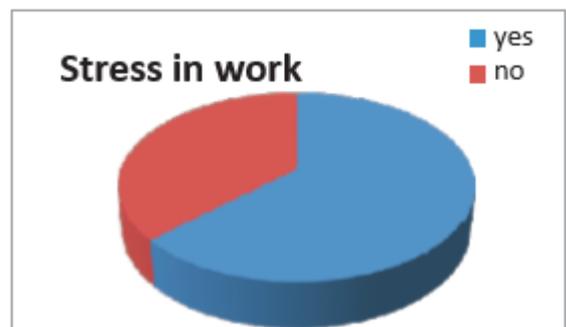


Figure V.II.2. Shows that 126 numbers of respondents (63%) feel stress in their workplace and 74 numbers of respondents (37%) of women employees are not experience stress in their work life.

Now a day’s workplace stress is a rising problem. Workplace stress occur in all professionals and particularly, the healthcare professionals consist of an essential group that can be exaggerated by workplace stress because of their nature of work and hostile environment. Shift duty, non cooperative attitude of highest authority and colleagues sometimes act as a stressor. Low salary/ unequal distribution of pay, non flexibility of timings, diverse patient care, and emotional attachment towards the patient, dealing with birth and death in their everyday life also create stress among the hospital employees.. The interpersonal trouble like relationships with superiors at work can be stressful; responsibility for subordinates at work is also stressful. Sometimes relationships with peers at workplace create stressful situations. Apart from this work, home interface or conflict greatly impact on their work life.

VI. ANALYSIS OF THE FINDINGS

- Most of the women employees working in hospital sector work six to seven days in a week in a hostile environment which sometimes acts as a major stressor to them. After finishing their regular activities
- Major findings that affect stress on working women are work pressure, lack of support from colleagues and highest authority, shift duty; work over load, etc. This blocks and retards their career aspirations and developmental goals.
- Level of stress is high in comparison to men and also in comparison to government employees particularly on the basis of salary. Greater amount of work, more hours at workplace, low pay, work in shifts and less perk, etc. challenges their economic obligations.

VII. CONCLUDING REMARKS AND SUGGESTIONS

Through a amalgamation of economic changes and the efforts of the feminist movement, in current decades women in most societies now have access to careers beyond the customary home maker [28]. In today’s busy world all individuals are economic oriented. Everybody wants to live with economic independent ness. particularly working women those who are extremely passionate for their career they experience more stress in their regular life style due to juggling responsibility, work overload and role conflict . Sometimes chronic stresses affect the health of women professionals. Lack of family support, deficient in of rest and sleep, lack of support from colleagues are the major stressor to them. Stress in the work place is referred to as job stress. Job stress leads to major health problem for both employees and the organization, can also leads to burnout, illness reduced efficiency and performance. Women professionals of hospital sector (doctors, nurses and other administrative and technical staffs) should plan their time schedule to manage job stress. In addition to that they augment to their family bondage, sharing their grievances and feelings with peers, work groups and subordinates. In addition to that they should involve with some exercise and relaxation techniques. In order to assist the women professional to manage occupational stress, organization also arrange the periodical training, counseling, reschedule the work, flexible working hours, family care plans, holidays with salary, special trips for relaxation, establishing relaxation centers and so on.

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