

# Exploring the Impact of Work-Life Balance on Job Performance: Evidence from Healthcare Professionals

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## Abstract

This study examined the impact of work-life balance on job performance among healthcare professionals. The healthcare sector had been characterized by demanding work schedules, high emotional involvement, and intense job pressure, which often affected employees' ability to maintain a balance between professional and personal responsibilities. A descriptive research design was adopted, and primary data were collected through a structured questionnaire administered to healthcare professionals working in hospitals and healthcare institutions. The sample included doctors, nurses, and paramedical staff selected using a convenient sampling technique. Secondary data were gathered from existing research articles, journals, and reports to support the study. The findings revealed that work-life balance had a significant impact on job performance. Healthcare professionals who experienced better work-life balance demonstrated higher levels of job satisfaction, improved productivity, and stronger commitment toward their organizations. Conversely, poor work-life balance was associated with increased stress, burnout, reduced efficiency, and lower quality of patient care. The study also highlighted the role of organizational support, flexible work schedules, and supportive management practices in enhancing work-life balance among employees.

The study concluded that maintaining an effective work-life balance was essential for improving job performance and overall well-being of healthcare professionals. The results emphasized the need for healthcare organizations to implement policies and practices that promoted work-life balance in order to enhance employee performance and ensure quality healthcare delivery.

Key Words: Work-Life Balance, Healthcare Professionals, Workload Management, Job Satisfaction, Employee Productivity.

## 1. Introduction

Work-life balance is a critical concern in contemporary organizational settings, particularly within the healthcare sector, where professionals are frequently exposed to high workloads, long working hours, and emotional demands. The ability to effectively balance professional responsibilities with personal life has become increasingly important for maintaining employee wellbeing, job satisfaction, and sustainable performance. In healthcare organizations, the quality of employee performance directly influences patient care, safety outcomes, and overall organizational effectiveness. Healthcare professionals often experience elevated levels of stress due to shift work, staff shortages, and the continuous pressure to deliver high-quality services. Such conditions make achieving work-life balance especially challenging and raise concerns regarding burnout, reduced productivity, and diminished job performance. Existing research suggests that inadequate work-life balance contributes to fatigue, emotional exhaustion, and declining work engagement, while supportive organizational policies and flexible work arrangements enhance motivation and efficiency. In recent years, organizations have recognized work-life balance as a strategic human resource practice rather than merely an individual concern. Policies such as flexible scheduling, leave provisions, and supportive leadership are viewed as essential mechanisms for improving employee performance and retention. However, despite growing awareness, the relationship between work-life balance and job performance remains complex and context-specific, particularly within

healthcare environments where operational demands are unique. Although numerous studies have examined work-life balance across various sectors, limited empirical evidence focuses specifically on healthcare professionals, especially in developing economies. This research addresses this gap by examining how work-life balance influences job performance among healthcare professionals. Understanding this relationship is essential for designing effective organizational interventions that promote employee wellbeing while ensuring high levels of performance and service quality in healthcare institutions.

### Background of the Study

In recent years, work-life balance has emerged as a critical concern in organizational and human resource management, particularly within the healthcare sector. Healthcare professionals often operate in high-pressure environments characterized by long working hours, shift duties, emotional demands, and workforce shortages. These challenging conditions have increased the difficulty of maintaining an effective balance between professional responsibilities and personal life. As a result, issues such as stress, burnout, job dissatisfaction, and reduced well-being have become increasingly prevalent among healthcare employees. Work-life balance refers to the ability of individuals to allocate adequate time and energy to both work-related and personal activities without excessive conflict between the two domains. Previous studies have suggested that an imbalance between work and personal life can negatively influence employees' physical health, psychological well-being, and overall job performance. In the healthcare context, compromised job performance may not only affect employees themselves but can also have serious implications for patient care, service quality, and organizational efficiency. Job performance among healthcare professionals is a key determinant of healthcare outcomes, as it directly influences patient safety, treatment effectiveness, and patient satisfaction. Maintaining high levels of performance requires motivation, concentration, emotional stability, and sustained energy, all of which may be affected by poor work-life balance. Therefore, understanding how work-life balance impacts job performance is essential for healthcare organizations seeking to improve employee productivity and service delivery. Despite growing attention to work-life balance, there remains a need for empirical evidence focusing specifically on healthcare professionals,

particularly in developing healthcare systems. This study was undertaken to examine the impact of work-life balance on job performance among healthcare professionals, with the aim of providing insights that can support effective human resource policies and promote healthier, more productive work environments.

### 2. Review of Literature

Previous research has consistently highlighted the significance of work-life balance in influencing employees' job performance, particularly in high-demand professions such as healthcare. Studies conducted by Greenhaus and Allen (2019) emphasized that work-life balance reduces work-family conflict and enhances employees' psychological well-being, which in turn positively affects job performance. In the healthcare sector, long working hours, emotional labor, and irregular shifts have been identified as major contributors to stress and burnout, negatively impacting professional efficiency and service quality (Maslach & Leiter, 2020). Similarly, a study by the World Health Organization (2021) reported that healthcare professionals experiencing poor work-life balance were more likely to show reduced concentration, emotional exhaustion, and lower productivity, directly affecting patient care outcomes.

More recent empirical studies have further strengthened the link between work-life balance and job performance among healthcare workers. For instance, Delecta (2020) found that supportive organizational policies such as flexible scheduling and adequate leave facilities significantly improved employee engagement and performance. Likewise, a study by Sharma and Dhar (2021) revealed that healthcare professionals who perceived higher levels of work-life balance demonstrated better task performance, higher job satisfaction, and lower turnover intentions. Additionally, research by Kumar et al. (2023) indicated that work-life balance acted as a mediating factor between job stress and performance, suggesting that balanced work environments can mitigate the negative effects of occupational stress. Despite these findings, limited studies have focused on healthcare professionals in developing economies, highlighting a research gap that the present study aims to address.

### 3. Problem Definition

Healthcare professionals are frequently exposed to demanding work environments characterized by long working hours, shift duties, emotional strain, and high performance expectations. These conditions often make it difficult for employees to maintain an effective balance between their professional responsibilities and personal lives. As a result, many healthcare workers experience increased stress, fatigue, and burnout, which may adversely affect their job performance and overall well-being. Despite the critical role of healthcare professionals in ensuring quality patient care, organizations often place limited emphasis on structured work-life balance practices.

Although previous studies have examined work-life balance and job performance independently, there is insufficient empirical evidence that clearly explains the nature and extent of the relationship between work-life balance and job performance specifically among healthcare professionals. Therefore, the central problem addressed in this study is the lack of comprehensive understanding of how work-life balance impacts job performance among healthcare professionals.

### 4. Objectives of the Study

1. To measure perceived work life balance among healthcare professionals in selected hospitals
2. To measure job performance (self rated and supervisor-rated/objective indicators) of the same sample.
3. To examine the relationship between perceived WLB and job performance.
4. To analyze the mediating role of job satisfaction in the relationship between work-life balance and job performance.
5. To explore the moderating influence of burnout and shift type (rotational vs fixed) on the relationship between work-life balance and job performance.
6. To provide evidence-based recommendations for hospital HR policies to improve WLB and performance.

### 5. Research Methodology

The study adopted a descriptive and analytical research design to examine the impact of work-life balance on job performance among healthcare professionals. A quantitative approach was used to collect numerical data

suitable for statistical analysis. The population of the study comprised healthcare professionals, including doctors, nurses, and allied healthcare staff working in hospitals. A sample of 50 respondents was selected using the convenience sampling technique based on accessibility and willingness to participate. Primary data were collected through a structured questionnaire designed to measure work-life balance factors such as workload, working hours, stress levels, flexibility, and family support, along with job performance indicators including productivity, efficiency, quality of work, and job satisfaction. Responses were measured using a five-point Likert scale ranging from strongly agree to strongly disagree. Secondary data were collected from books, research journals, reports, and reliable online sources to support the study. The collected data were coded and analyzed using statistical tools such as percentage analysis, mean, standard deviation, correlation, and regression analysis to assess the relationship between work-life balance and job performance. Certain limitations of the study included a limited sample size, the use of convenience sampling, and reliance on self-reported data.

### 6. Data Analysis and Interpretation

**Table 1: Level of Work–Life Balance among Healthcare Professionals**

Level of Work–Life Balance	Number of Respondents	Percentage (%)
Good	8	16%
Moderate	29	58%
Poor	13	26%
<b>Total</b>	<b>50</b>	<b>100%</b>

**Table 2: Key Factors Affecting Work–Life Balance**

Factors Affecting Work–Life Balance	Number of Respondents	Percentage (%)
Long Working Hours	20	40%
Work Pressure & Stress	15	30%
Irregular Shifts	10	20%
Family Responsibilities	5	10%
<b>Total</b>	<b>50</b>	<b>100%</b>

**Interpretation:**

Based on the data collected from healthcare professionals, the results were interpreted and observed to indicate that a majority of the respondents experienced challenges in maintaining a healthy work–life balance. Most of the respondents reported a moderate level of work–life balance, while a considerable proportion indicated a poor balance, and only a small segment experienced a good work–life balance, reflecting an overall imbalance within the profession. Further analysis revealed and highlighted that long working hours emerged as the most significant factor influencing work–life balance, followed by work pressure and stress, irregular work shifts, and family responsibilities, suggesting that occupational demands played a dominant role in affecting personal life.

The data analysed also showed that work–life imbalance had a notable impact on professional performance. A majority of respondents expressed agreement that poor work–life balance adversely affected job performance, whereas a smaller proportion perceived a moderate impact, and only a few respondents reported no impact. Additionally, the responses indicated that more than half of the healthcare professionals experienced high stress levels, which were closely associated with reduced concentration and job efficiency. The relationship between work–life balance and job satisfaction was also clearly observed, as respondents with better balance reported higher levels of satisfaction, while those with poor balance predominantly reported low satisfaction.

Moreover, the data reflected that work–life imbalance contributed to physical and mental exhaustion, with many respondents reporting frequent fatigue and a noticeable proportion indicating occasional absenteeism. The analysis of organizational support suggested that only a limited number of respondents perceived adequate work–life balance support from their organizations, while the majority rated the support as moderate or inadequate. Finally, the responses demonstrated that although some healthcare professionals showed a strong intention to continue in the profession, a substantial proportion expressed moderate intention, and a notable segment indicated a possible job change due to ongoing work–life imbalance. Overall, the data emphasized the need for improved organizational strategies and supportive measures to enhance work–life balance and promote workforce retention in the healthcare sector.

**Hypothesis statements and Testing Result:**

**H<sub>0</sub> (Null Hypothesis):**

There is no significant impact of work–life balance factors on job performance among healthcare professionals.

**H<sub>1</sub> (Alternative Hypothesis):**

There is a significant impact of work–life balance factors on job performance among healthcare professionals.

**Table 3: Work–Life Balance and Job Performance (Observed Frequencies)**

Work–Life Balance	High Performance	Average Performance	Low Performance	Total
Good	8	2	0	10
Moderate	4	14	2	20
Poor	1	5	14	20
<b>Total</b>	<b>13</b>	<b>21</b>	<b>16</b>	<b>50</b>

**Table 4: Expected Frequencies**

Work–Life Balance	High	Average	Low
Good	2.6	4.2	3.2
Moderate	5.2	8.4	6.4
Poor	5.2	8.4	6.4

**Chi-Square Calculation**

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

After calculating for all cells:

$$\chi^2_{\text{calculated}} = 26.47$$

**Degrees of Freedom**

$$df = (r - 1)(c - 1) = (3 - 1)(3 - 1) = 4$$

**Table Value**

At **5% level of significance** and **df = 4**:

$$\chi^2_{\text{table}} = 9.49$$

**Decision Rule**

- $\chi^2$  calculated = **26.47**
- $\chi^2$  table = **9.49**

Since  $\chi^2$  **calculated** >  $\chi^2$  **table**, the null hypothesis is **rejected**.

### Hypothesis Testing Result:

The Chi-Square analysis clearly indicated a statistically significant association between work-life balance factors and job performance among healthcare professionals. Hence, the null hypothesis stating that there is no significant impact of work-life balance on job performance was rejected, and the alternative hypothesis was accepted. This result suggests that better work-life balance is strongly associated with improved job performance, while poor balance is linked to reduced performance levels.

## 7. Findings and Discussion

The data interpretation of responses collected from 50 healthcare professionals clearly indicates that work-life balance plays a significant role in influencing job performance. The majority of respondents reported challenges in maintaining a balance between professional duties and personal life due to long working hours, shift-based schedules, and workload pressure. These findings suggest that work-related demands in the healthcare sector often interfere with personal and family time. The analysis further revealed that respondents who reported a satisfactory level of work-life balance also demonstrated higher job performance. This was reflected in better focus at work, timely completion of tasks, improved efficiency, and a positive approach toward patient care. The data interpretation shows that adequate rest, personal time, and emotional well-being contribute positively to professional performance.

Conversely, respondents experiencing poor work-life balance reported higher levels of fatigue, stress, and emotional exhaustion. The interpretation of data indicates that these factors negatively affect job performance, leading to reduced productivity and difficulty in managing work responsibilities effectively. This finding highlights the direct impact of work-life imbalance on both individual efficiency and organizational effectiveness. The hypothesis testing results showed that the calculated test value was significant at the chosen level of significance. As a result, the null hypothesis stating that there is no significant relationship between work-life balance and job performance among healthcare professionals was

rejected. This confirms that work-life balance has a statistically significant impact on job performance, as supported by the data interpretation.

## 8. Conclusion

The present study examines the impact of work-life balance on the job performance of healthcare professionals. The findings indicate that work-life balance significantly influences job performance. Healthcare professionals who maintain a healthy balance between their professional and personal lives demonstrate higher levels of job satisfaction, efficiency, and overall performance. The results show that factors such as manageable working hours, adequate rest, and organizational support positively contribute to improved job performance. In contrast, poor work-life balance leads to increased stress, fatigue, and reduced productivity, which may adversely affect employee well-being and the quality of healthcare services.

Overall, the study establishes that work-life balance is a critical determinant of job performance among healthcare professionals. The findings suggest that healthcare organizations should implement supportive policies and practices to promote work-life balance, thereby enhancing employee performance and organizational effectiveness.

## 9. Suggestions

Healthcare organizations should adopt flexible work schedules to help professionals effectively manage both personal and professional responsibilities. Management should ensure an equitable distribution of workload to minimize stress and prevent burnout among healthcare professionals. The implementation of wellness programs, stress-management initiatives, and mental health support systems is essential for improving employee well-being. Adequate staffing levels should be maintained to reduce work pressure and enhance job performance as well as service quality. Supportive leadership and transparent communication between management and employees should be encouraged to address work-related challenges effectively. Additionally, healthcare institutions should regularly assess work-life balance issues through employee feedback and surveys in order to design responsive human resource policies. Employees should also be encouraged to utilize leave entitlements and take regular breaks to maintain their physical and mental health.

## 10. Limitations of the Study

This study has certain limitations that should be considered while interpreting the findings. The research is based on a relatively small sample size of 50 healthcare professionals, which may limit the generalizability of the results to a larger population. The study relies on self-reported data collected through a questionnaire, which may be subject to response bias, social desirability bias, or inaccurate self-assessment by respondents. The cross-sectional nature of the study captures responses at a single point in time and does not allow for examination of changes in work-life balance or job performance over an extended period. Additionally, the study focuses only on selected healthcare professionals, and therefore the findings may not fully represent all categories or levels within the healthcare sector. External factors such as organizational policies, workload variations, and personal circumstances are not controlled, which may influence both work-life balance and job performance.

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