**Title of the Paper - Mediating role of Quality of Work-Life on Job Burnout and Job Satisfaction**

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**Abstract**

The basic aim of this research study is to explore and analyze the mediating role of the quality of work life of women doctors on their job burnout and job satisfaction relationship. The present research is conducted on the women doctors in the Rohilkhand region of Western Uttar Pradesh comprising of Bareilly, Badaun, Pilibhit and Shahjahanpur districts. The total sample size of the research is 242. The doctors were working either in government/private medical colleges/institutions, private/corporate hospitals or having their individual clinic. Data, for the research work was collected through a structured questionnaire and analysed using statistical techniques like correlation and regression analysis. The results of the study reveal that there is significant and negative association between job burnout and job satisfaction, a significant and positive association between quality of work life and job satisfaction and significant and negative relationship between job burnout and the quality of work life.

Doctors are the saviour of human life. They diligently work day and night to provide the best kind of treatment and care to their patients. Considering the nature of their hectic and mentally exhausting job, burnout is something that becomes a part of their life quite automatically. It is imperative for hospital administration to keep looking for such factors that can sufficiently disturb the mental well-being of the doctors.

**Keywords**

Rohilkhand Region, Western Uttar Pradesh, Work-Life, Job Burnout, Job Satisfaction, Women Doctors.

**Introduction**

Industries around the world are undergoing a drastic change; Healthcare sector is no exception to that. Doctors no longer are the determiners of this industry; the position and the role have now been swapped by the customers or precisely the patients. The change in scenario desperately calls for the doctors to strengthen their skills, knowledge and expertise that is indispensible for survival in this competitive world. However, besides this, the doctors must also have the requisite traits and qualities to be able to demonstrate effective leadership and managerial skills. The volatility of the business environment and the complexity of the nature of job call for multivariate roles that a doctor is supposed to perform these days **(Albert, 2009).** With competition growing at an immensely fast pace in this industry, the emphasis now a days is more on providing satisfaction to the patients with respect to the overall services rendered rather than giving much emphasis on the remedial or the therapeutic treatment given to the patient. This is especially more applicable on the private hospitals which are known for providing best possible care to the patient in lieu of charging a comparatively huge amount of money as compared to any government hospital.

The employees of the hospitals (including the doctors) are bound to lack sufficient motivation and morale to meet out the expectations of the patient in the best possible manner, if they themselves are deprived from the state of happiness and feel stressed all the time. Satisfaction of the employee is absolutely important along with the satisfaction of the patient, and it is the responsibility of the Hospital administration/management to look into this aspect, quite seriously **(Benn and Nicholas, 2010).** In an industry like this, satisfaction of the patient or the customer is directly proportional to the satisfaction of the internal customer i.e. the employee of the organization. A highly energizing and refreshing interaction of the patient with the doctor is absolutely indispensible for the fast recovery and well-being of the latter.

With the coming up of several healthcare chains and mushrooming of the private hospitals in almost every city of our country, the job of doctors, which is considered to be the most noble one has slowly converted into a commercial activity. High costs of medical education, enormously high amount of expenditure in establishing own clinics and hospitals coupled by intense competitive scenario of the industry has led to practices like achieving weekly and monthly sales targets that puts high amount of mental pressure on the doctors; however, it is the patient, who suffers ultimately, physically and monetarily as well.

Doctors are always prone to experiencing high amount of stress and anxiety owing to the nature and complexity of their jobs. This, in majority of the cases leads to mental emotional exhaustion and dissatisfaction **(Carlos, 2013).** Challenging and extremely tough working hours and working conditions, low amount of physical and mental rest and less of personal and family time defines the life of a doctor. This makes them highly susceptible to several form of stress and job burnout.

**Need of the research work**

The need of this particular research work arises because of the fact that hardly anything comprehensive is being done on the women doctors in this part of the country i.e. the Rohilkhand region. Though there are several studies that have been done on the work-life measure and job satisfaction of doctors across various other parts of the country, but nothing has been done specifically on the work-life balance and the job satisfaction aspect of women professionals working as doctors and that too in this part of the country. This research work is aimed at contributing in a significant and comprehensive manner on the qualitative aspects of the work life and relationship between job burnout and the job satisfaction of the women doctors in the Rohilkhand region and to assess its impact on their lives.

**Review of Literature**

Satisfaction of employees with their job/employment has always been a subject of immense concern for the organizations simply because employee satisfaction is directly related to superior organizational performance and desired outcomes. Job satisfaction is essentially a pleasurable mental state of happiness of employees that typically results when their individual and family related motives are successfully met **(Montreal, 2011)**. Some of the basic parameters of job satisfaction that are universally applicable on employees across all countries and organizations are – salary, job recognitions, job security, working conditions, perks and benefits, relationship with superiors and colleagues etc.

Some of the researchers in the past have also defined satisfaction as an individual employee’s attitude towards the various facets and dimensions of his her job **(Kevin, 1988, Benson, 1993, Dean, 1996).** Besides depending upon the fundamental aspects like salary and job security, satisfaction of an employee with the job also depends upon the relationship and the bond an employee shares with his colleagues and with the management **(Nock, 1990). Bovier and Perneger (2003)** had elucidated by conducting a comprehensive research on 1000 Swiss physicians that care of the patient, professional working environment and relationships, academic stimulation and ample opportunities for learning and continuing education in the field of medical sciences are strong indicators and predictors of the satisfaction of the employees while, job overload, less availability of times for the family members, burden related to administrative work etc. are the strong predictors of the job dissatisfaction of the employees resulting in high rates of employee absenteeism, decreased motivation and morale of the employees, enhancement in the attrition rate of the employees etc.

The term **“burnout”** was propagated by **Herbert Freudenberg (1974)** to elucidate peculiar characteristic of various traits observed by him on his co-workers while working as psychiatrist in the city of New York in 1960’s. Various traits that he observed were negativism, boredom, cynicism and unhappiness. Further, he went on to define **burnout** as the failure and loss (substantial) of energy, which basically is the result of various unfulfilled desires of the employees working in an organization.

**Benson (1996)** defined burnout as feeling of low achievement, increased emotional cum mental exhaustion along with enhanced depersonalization experienced as narrated by employees who work closely with their peers and subordinates in an organization. Emotional exhaustion, as described by several researchers is the depletion of the emotional resources of an employee that may result largely because of organizational factors. Depersonalization mans that an employee develops a negative and a cynical attitude towards the recipients of his/her service. This is extremely common in employee working in industries where there are extremely challenging working hours and working conditions.

Job burnout has been closely related with a number of organizational problems like increase in the rate of employee absenteeism and employee turnover, decrease in the overall productivity of the employees as well as of the organization and significant reduction in the commitment and loyalty of the employees towards the organization **(Wood, 1999).** It has also been reported that job burnout results in the behavioural and interpersonal consequences with feelings like – reduced sense of self-esteem, irritability, anxiety and state of helplessness **(Cordes and Dougherty, 1999).** Interpersonal consequences relate to negative effect on employees relationship with his family members/friends over a longer period of time **(Kepler, 2009).**

Providing superior quality of organizational work and individual life balance should be the utmost responsibility of all the organizations across the globe. The basic concept of work-life balance, fundamentally, was pioneered by **Louis Davis** along with his colleagues in the late **1960’s.** Qualitative aspects of work-life and the related concepts like job satisfaction, organizational commitment of employees, employee motivation and their overall productivity are indispensible for the successful functioning of any organization **(Hetmeyr, 2004).** Several researchers in the past have identified the following parameters that are fundamental to the concept of work-life balance **(Daniel, Freeman and Kirk, 1997) -**

* Fair and adequate amount of compensation.
* Congenial working environment
* Growth opportunities
* Judicious and an appropriate utilization of employee skills and talent
* Job security
* Learning conducive and development oriented work environment
* Role and job clarity.
* Balance between organizational, family and social life
* Social relevance
* Social integration practices at the work organization

**Beckham and Oliver (2014)**, in their research work had stated that the kind of working environment which is able to fulfill personal, family and society related needs of an employee can be construed as an effective organizational environment and vice-versa if it is unable to do so.

**Hypothesis of the Research Study**

Following hypothesis were formulated for the research work –

*H1:* There is significant and negative association between job burnout & job satisfaction.

*H2:* There is significant and positive association between quality of work life & the job satisfaction.

*H3:* There is significant and negative association between job burnout and quality of work life.

*H4:* Quality of work-life mediates relationship between job burnout and job satisfaction.

**Demographic Analysis** e

Description of the Demographic factors (No. of respondents = 242)

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
|  | **Variables** | **Frequency** | **Percentage** |
|  |  |  |  |
| Marital Status | Married | 115 | 47.5 |
|  | Unmarried | 127 | 52.5 |
|  |  |  |  |
| Age | 21-30 | 90 | 37.1 |
|  | 31-40 | 78 | 32.2 |
|  | 41-50 | 42 | 17.3 |
|  | 51-60 | 32 | 13.2 |
|  |  |  |  |
| Education | MBBS | 79 | 32.6 |
|  | MD/MS | 142 | 58.6 |
|  | Post-Doctoral | 21 | 8.6 |

**Source – Survey conducted by the author**

**Different Measures used for the Research Study**

**Scale used for Job-Satisfaction**

The scale that has been used was developed by Benson (1993). It’s a 20 item, 9 facet scale that measures the attitude of the employees towards their job and various other aspects related to the job. A comprehensively designed rating scale was employed in the research study that had six choices per item range across ‘strongly disagree’ to ‘strongly agree’. The cronbach alpha value of the scale was 0.70 with decent concurrent and predictive reliability.

**Scale used for Job Burnout**

The MBI **(Maslach Burnout Inventory – Maslach and Benson, 1981)** scale was used in this present research work to assess the amount of burnout experienced by the employees. The scale had 22 statements consisting of various types of feelings related to the work of the employees. Three mutually independents aspects – personal accomplishment, emotional exhaustion and depersonalization were used and analyzed. The value of cronbach alpha found was 0.73, 0.78 and 0.83 respectively.

**Scale used for Quality of Work-Life**

The scale used for Quality of Work-Life is a 17-item scale developed by **Pittsburg in 2011.** He has conceptualized several categories and dimensions of Quality of Work-Life before finalizing those 17 items of the scale. The scale is then divided into several components for getting the responses in a clear and lucid manner. These components included – social aspects of employee’s life, salary and other benefits, work-environment, employee participation and growth and development opportunities for the employees.

**Harman’s single factor test**

One of the most common techniques to identify and measure the common method variance is the Harman’s single factor test. The applicability of this test comes when both the independent and the dependent are used simultaneously in one research study. And, for this purpose, the test was used in this research study.

**Factor Analysis**

Factor analysis is extremely important from the perspective of understanding the impact of various factors in a research study. For this, principle component factor analysis was used in the research study with along with the varimax rotation to understand job-satisfaction, job burnout and quality of work life variables that are used in this present research work. Items with factor loading less than 0.45 were deleted. Factors that had eigenvalue greater than one were considered for the research study.

To check the relevance of extracted factors out of the factor analysis, KMO (Kaiser- Meyer-Olkin) measure was used and it was found to be adequate (0.60). KMO essentially, is a measure to check how relevant and suited your data is for conducting the factor analysis. The test measures the adequacy of sampling for each variable and also measures the proportion of variance among the variables. Bartlett’s test was also applied and it was found to be significant.

**Table: 1 Single factor test by Harman**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S.No.** | **Component used** | **Eigenvalue** | **% of Variance** | **% of cumulative** |
| 1. | Job satisfaction | 3.16 | 27.64 | 32.64 |
| 2. | Job burnout | 4.23 | 29.32 | 54.69 |
| 3. | Quality of work-life | 4.49 | 26.66 | 80.43 |

**Source – Survey conducted by the researcher**

**Table: 2 Factor Analysis – Quality of work-life scale**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimensions** | **Items** | **Factor loading** | **Eigen Value** | **% of Variance** |
| **Employee Participation** | Organization welcomes the ideas of employees | 0.62 | 5.23 | 25.66 |
|  | Organization provides effective work-life balance schemes | 0.66 |  |  |
|  | Employee suggestions are implemented | 0.58 |  |  |
|  | Job gives me ample time for my social life | 0.70 |  |  |
|  | Working hours are fine | 0.69 |  |  |
| **Career Growth & Development** | Organization provides me enough opportunities of career growth and development | 0.81 | 4.39 | 14.46 |
|  | Organization provides ample opportunities for training and development | 0.77 |  |  |
|  | Job is learning oriented and tests my skills | 0.81 |  |  |
|  | Able to pursue my interests and hobbies | 0.69 |  |  |
| **Work and Social Integration** | Cohesiveness is always there across all the departments in an organization. | 0.83 | 5.66 | 18.42 |
|  | Every employee in the organization provides support to one another | 0.77 |  |  |
|  | We all spend quality time together and tries to one another in a better way. | 0.68 |  |  |
|  | The personal values of the employees are highly consistent and we all are guided by shared values and superordinate goals. | 0.86 |  |  |
| **Salary and other benefits** | Our salary structure and pay is quite good. | 0.86 | 2.66 | 8.43 |
|  |  |  |  |  |
| **Management support** | The management has total confidence in the abilities of its employees. | 0.51 | 2.59 | 10.76 |
|  | Our managers and supervisors are able to ensure get the work done with proper coordination and team work. | 0.66 |  |  |
|  | Our managers and supervisors care for the needs of their employees. | 0.71 |  |  |

**Source: Survey conducted by the author**

**Table: 3 Factor Analysis - Job Burnout scale**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimensions** | **Items** | **Factor loading** | **Eigen Value** | **% of Variance** |
| **Emotional Exhaustion** | I feel emotionally drained out because of my work. | 0.72 | 6.56 | 31.06 |
|  | I am always under tremendous stress because of the work pressure. | 0.56 |  |  |
|  | My work makes me feel breaking down. | 0.68 |  |  |
|  | I feel irritated because of my organizational work. | 0.80 |  |  |
|  | I feel I put a lot of hard work in my job/work. | 0.79 |  |  |
|  | I feel I am at the end point of rope. | 0.71 |  |  |
|  | I feel like losing interest in everything | 0.77 |  |  |
|  | I don’t feel comfortable working with my colleagues and looking after patients. | 079 |  |  |
| **Depersonalization** | I feel I treat certain patients impersonally as objects. | 0.82 | 4.76 | 17.27 |
|  | I feel tired and don’t want to come to work in the morning. | 0.86 |  |  |
|  | I have become quite insensitive to people and my patients. | 0.75 |  |  |
|  | I feel my patients held me liable for some of their individual problems. | 0.81 |  |  |
|  | I feel I have become insensitive to people | 0.77 |  |  |
|  | I don’t feel interacting with anyone at my work place | 0.69 |  |  |
|  | I rather enjoy working alone than with others. | 0.71 |  |  |
| **Personal Accomplishment** | I feel that my work puts a positive influence on others. | 0.91 | 3.36 | 15.62 |
|  | I feel I am able to create a positive atmosphere at the work-place. | 0.76 |  |  |
|  | I feel I have achieved so much in my career. | 0.71 |  |  |
|  | I feel I am quite an ambitious person. | 0.66 |  |  |
|  | I have huge appetite for achieving more in my professional life. | 0.73 |  |  |
|  | I am able to get the respect of others and my colleagues and subordinates sincerely consult me for career related advice. | 0.70 |  |  |
|  | I feeI I have created a good mark and name for myself. | 0.79 |  |  |

**Source: Survey conducted by the author**

**Table: 4 Factor - Job Satisfaction scale**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimensions** | **Items** | **Factor loading** | **Eigen Value** | **% of Variance** |
| **Salary** | I feel that my compensation is fair and just. | 0.52 | 9.06 | 33.77 |
|  | I am quite satisfied with my salary increase. | 0.66 |  |  |
|  | The salaries are equitable. | 0.70 |  |  |
|  | Salary structure is based on merit. | 0.73 |  |  |
|  | Performances appraisal is unbiased. | 0.69 |  |  |
|  | I feel salaries paid here are best in the region. | 0.55 |  |  |
| **Growth Prospects** | Career prospects here are not good. | 0.77 | 6.76 | 13.27 |
|  | There is no emphasis on learning and growth. | 069 |  |  |
|  | I am contended with my chances of promotion. | 0.66 |  |  |
|  | Organization is unbiased in terms of promotions. | 0.54 |  |  |
|  | I do receive appreciation when I do some good work. | 0.65 |  |  |
|  | Superiors in this organization guide you well in matters of your career. | 0.71 |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dimensions** | **Items** | **Factor loading** | **Eigen Value** | **% of Variance** |
| **Seniors** | My superior is quite competent in doing his job. | 0.62 | 4.06 | 10.87 |
|  | I feel that on some issues my superior is unfair to me. | 0.59 |  |  |
|  | My superior hardly takes any interest in the problems of his subordinates. | 0.72 |  |  |
| **Colleagues** | I am quite fond of people whom I work with. | 0.66 | 2.79 | 11.33 |
|  | My co-workers keeps the overall environment friendly. | 0.55 |  |  |
|  | I feel that I have to work harder because my colleagues are not that much competent at work. | 0.63 |  |  |
| **Additional Benefits** | I am not contended with the additional benefits that my organization provides. | 0.80 | 1.89 | 7.32 |
|  | The benefits that my organization gives are similar/better than any other organization offers. | 0.61 |  |  |

**Source: Survey conducted by the author**

**Sample and Data Analysis Method**

The research is conducted on the women doctors in the Rohilkhand region of Western Uttar Pradesh comprising of Bareilly, Badaun, Pilibhit and Shahjahanpur districts. The total sample size of the research is 242. The doctors were working either in government or private medical colleges, private hospitals or having their own clinic. Data, for the research work was collected through a structured questionnaire and analyzed through statistical techniques like correlation and regression analysis using SPSS 2.0. The respondents were thoroughly ensured about the confidentiality of their responses.

It can be observed from Table 5 that there is a significant and negative association between the job burnout and job satisfaction (r = - 0.39, p<0.01). Hence, it validates the first hypothesis of the research study. It can also be confirmed from the table that there is a significant and positive association between the quality of work life and job satisfaction (r = 0.61, p<0.01) which validates our second hypothesis of the research study. The research study found that there is a negative association between the job burnout and quality of work life (r = - 0.28, p<0.01) and therefore it validates the third hypothesis of our research study.

Further, a series of regression analysis were conducted to check and validate the fourth hypothesis of the research study that quality of work life mediates the relationship between the job burnout and job satisfaction. For getting accurate results, the estimation required regressing mediator on independent variable, regressing dependent variable on independent variable and finally regressing the dependent variable on the independent as well as the dependent variable. Following are the conditions that can establish mediation – a) Independent variable significantly affecting the dependent variable b) Independent variable significantly affecting the mediator c) mediator significantly affecting the dependent variable d) effect of independent variable on the dependent variable shrinks at the addition of the mediator.

**Table: 5 Mean, standard deviation, correlation and the reliability of the variables**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Variables** | **Mean** | **Standard Deviation** | **1** | **2** | **3** |
| Job satisfaction | 121.46 | 12.42 | 0.90 |  |  |
| Job burnout | 64.33 | 5.73 | -0.39 | 0.68 |  |
| Quality of work-life | 82.84 | 4.99 | 0.61 | -0.28 | 0.64 |

**Source: Survey conducted by the author**

**p<0.01**

**Regression Analysis for Mediation**

**Table: 6 Mediated Regression Analysis**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Equation** | **Criterion Variable** | **Predictor Variable** | **Beta** | **Adjusted** *R*2 | ***F*** |
| 1. | Job satisfaction | Job burnout | -0.39 | 0.13 | 33.46\*\* |
| 2. | Quality of work-life | Job burnout | -0.28 | 0.07 | 18.52\*\* |
| 3. | Job-satisfaction | Quality of work-life | 0.61 | 0.34 | 111.23\*\* |
| 4. | Job-satisfaction | Job burnout | -0.07 | 0.41 | 75.63\*\* |
|  | Quality of work-life | 0.55 |  |  |  |

**Source: Survey conducted by the author**

**p<0.01**

Table 6 above, clearly establishes the relationship between job satisfaction and job burnout (Adjusted *R*2 0.13, F = 33.46) and fulfills the first condition of mediated relationship. The second condition of mediation was measured by regressing the Quality of work-life on the job burnout. The negative beta found in this equation presents a decrease in the Quality of work-life owing to job burnout. The values shown in table 6 satisfied the second condition of mediation that the independent variable is significantly affecting the mediator **(Beta – 0.28).** The third condition of mediation was tested by regressing the job satisfaction on Quality of work-life. The Beta coefficient was found to be significant **(0.61),** satisfying the third condition that the mediator significantly affects the dependent variable.

To check the fourth condition of mediation that the effect of the independent variable on the dependent variable shrinks at the addition of the mediator, job satisfaction was regressed, both on job burnout and quality of work-life. The results from the above table show that in the presence of Quality of work-life variable, the relationship between job burnout and job satisfaction becomes weak.

**Implications of the Research**

The results from the research study clearly reveal that there is a significant and negative association between the job burnout and job satisfaction of the women doctors in the Rohilkhand region. By providing or elevating several work-life balance elements/initiatives, the hospitals can work upon generating greater amount of satisfaction, efficiency and individual competence of its work-force.

Further, the results depicts that there is a significant and a positive association between the quality of work-life and the job satisfaction of the doctors and a significant and negative association between job burnout and quality of work-life. It is also revealed from the research work that in the presence of the variable of quality of work-life, the impact of job burnout reduces on the job satisfaction, validating that quality of work-life mediates this relationship between job burnout

and job satisfaction. This implies that if the hospitals increase or augment the various initiatives that are generally directly related with quality of work-life of the doctors than job burnout can be reduced to a greater extent. One of the significant constituent of quality of work-life is the support of the management and the co-workers at the work place. Several researchers in the past have elucidated that when the employees get a real sense of the efforts made by their employer and co-workers to make things easier for them than problems like job burnout and mental stress are significantly reduced.

The complexity involved in the nature of job of doctors is such that it generates continuous interactions with the patients that at times, results in unconditional obligations. The monotony associated with the job generates frustration, anger and a feeling of suffrage. Organizations, over the past few years have realized the importance of making the life of doctors easy and relaxed so that better performance outcomes can be generated over the longer period of time. This research study and its findings can go a long way in helping such healthcare institutions and hospitals to identify all those factors that are absolutely indispensible for their growth and for the well-being of their employees. Another area in which this research offers tremendous implications is the designing of diverse intervention and strategic methods that can help hospitals identify various elements that generate job burnout and subsequently augmenting various initiatives to improve the quality of work-life of the doctors.

**Limitations of the Research Study**

Though the sample size of the research was quite good, however future researchers can think of taking a larger sample and expanding the area of research besides the Rohilkhand region. Time and cost related constraints were always there and future researchers can also think of exploring the effect of demographic variables as well.

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