



<i>Manuscript Information</i>	<i>Reviewed</i>	<i>Accepted</i>	<i>Published</i>	<i>Paper No.</i>
	12-04-2026	15-04-2026	21-04-2026	VBRP-07
<i>DOI</i>	<a href="https://doi.org/10.5281/zenodo.19709777">https://doi.org/10.5281/zenodo.19709777</a>			

## Work – Life Balance and Its Effect on Employee Productivity among Nurses

*Majeti Lohitha Naga Sree, Student, K L University, Vaddeswaram, A.P*

**Abstract:** A key component influencing staff productivity has been balancing work with family time, more particularly within the health care arena as it relates to the increasing demands placed on nurses through added work stress and significant workloads. In this research project, we examine the relationship between family/work balance and productivity among nursing personnel. Some of the key areas of consideration for this investigation will include, but will not be limited to aspects related to the relationship between work related and organization policies, family support systems and individual skill levels (to name a few) and their impact on the overall productivity of nursing staff.

A quantitative approach using primary data collected via a structured questionnaire from the population of study consisting of 79 nurses, was undertaken in this study. The data were examined using Microsoft Excel with descriptive statistics, correlation analysis and regression analysis tools. The results indicate that work and organizational policies, along with family support have a positive effect on employee productivity while there are negative effects of work-related stress and an imbalance between personal life and work on employee productivity. Work-life balance is paramount to nurse efficiency and performance.

This research study suggests that to improve employee productivity there must

be a positive work environment with a balance between employees' personal and work life. Healthcare organizations should increase the variety of work policies available to their employees, provide work schedules that allow flexibility, and be able to provide for their employees' wellbeing when making decisions. This information may help hospital administration, decision-makers in hospitals and research studies gain a deeper understanding of the importance of work-life balance within a healthcare organization.

**Keywords:** Work-Life-Balance, Employee Productivity, Nurses, Policies for Work, Support to Family, The Impact of Personal Life on Work Life

### Introduction

Nurses contribute significantly toward assuring appropriate nursing care and ensuring efficient operational processes in a rapidly evolving healthcare landscape. The rigorous nature of nursing creates challenges associated with achieving a work/life balance. Work/life balance has also become an increasingly significant consideration in regard to employee productivity, job satisfaction, and overall wellness. As a result of these factors and the typical demands of nursing (e.g., long weekday hours, shift work, emotional stress related to caring for patients, high workloads), nurses experience two

separate impacts on both their professional roles and their personal lives.

The key to improving productivity as well as minimizing burnout for all employees in the nursing profession is to provide support for employees through both organizational policies and flexible scheduling arrangements. Each organization that focuses on providing supportive policies and flexible scheduling options experiences significantly better employee performance results. Therefore, the purpose of this study is to investigate the link between work/life balance and employee productivity among nurses through an examination of the following variables: workplace policies; family support; and personal life.

### **Need of The Study**

Nurses experience a great deal of stress in the fast-paced healthcare environment that they work inside of for extended periods while providing care. This often creates issues with mental and physical fatigue, which leads to decreased production and effectiveness. Though nurses provide essential services; there has been a limited amount of research on the effect of work–life balance on nurse performance.

Therefore, there is a need for this research study to determine what factors such as organizational, family, and personal stress influence nurse productivity so that healthcare organizations can enhance working conditions for nurses and improve performance. The results will also help to narrow the gap in research related to the relationship between work–life balance and productivity in the nursing profession.

### **Objectives of The Study**

1. To examine the impact of work and organizational policies on nurses' productivity.

2. To analyse the relationship between family support and professional life and nurses' productivity
3. To determine the impact of work-life balance on employee productivity among nurses.

### **Hypothesis**

NH<sub>1</sub>: There is no significant impact of work and organizational policies on nurses' productivity.

AH<sub>1</sub>: There is a significant impact of work and organizational policies on nurses' productivity.

NH<sub>2</sub>: There is no significant relationship between family support and professional life on nurses' productivity.

AH<sub>2</sub>: There is a significant relationship between family support and professional life on nurses' productivity.

NH<sub>3</sub>: There is no significant impact of Work life balance on employee productivity among nurses.

AH<sub>3</sub>: There is a significant impact of work life balance on employee productivity among nurses.

### **Research Methodology**

A quantitative research design was used to evaluate the relationship between productivity in employment and work-life balance of the individuals participating in this research project, with primary data being collected by sending structured questionnaires via Google Forms to nurses who were currently working. Data from 79 completed questionnaires were used for the analysis. The structured questionnaire consisted of several sections related to demographic characteristics, work and company policies, family support, personal life and productivity at work. For each question on the structured questionnaire, the participant responded using a 5-point Likert scale (1 - strongly disagree, to 5 - strongly agree). Statistical analysis of the collected data was conducted by using descriptive statistics, correlation and regression methods. Additionally, all data was analyzed using SPSS software

(Statistical Package for the Social Sciences).

## Data Analysis And Interpretation

### Test of Reliability:

**Table-1: Reliability -Cronbach's alpha value:**

<i>Frequentist Scale Reliability Statistics</i>	
Coefficient	Estimate
<b>Cronbach's <math>\alpha</math></b>	<b>0.825</b>

**Interpretation:** The reliability testing for this scale was conducted through the Cronbach's Alpha, obtaining a value of 0.825, which is higher than the acceptable threshold of 0.70 indicating the questionnaire items have very high internal consistency. This suggests that the variables included in this study are reliable

and measure what they were meant to measure. In addition, values above 0.80 usually indicate good reliability of data; thus, the collected data can be analysed statistically, including correlation and regression, therefore demonstrating that measurement scale was valid and reliable for this study.

**Table-2: Reliability -Cronbach's alpha value construct-wise:**

<i>Frequentist Individual Item Reliability Statistics</i>			
	Cronbach's $\alpha$ (if item dropped)		
Item	Estimate	Lower 95% CI	Upper 95% CI
<b>WOP</b>	<b>0.765</b>	<b>0.672</b>	<b>0.858</b>
<b>FS</b>	<b>0.726</b>	<b>0.618</b>	<b>0.833</b>
<b>PL</b>	<b>0.834</b>	<b>0.770</b>	<b>0.897</b>
<b>EP</b>	<b>0.789</b>	<b>0.706</b>	<b>0.872</b>

**Interpretation:** Examining Table below, which lists Cronbach's alpha by deleting item for each variable, shows the study's reliability of constructs per the alpha coefficient value that was generated. For all variables, Work and Organizational Policies (0.765), Family Support (0.726), Personal Life (0.834), and Employee Productivity (0.789) alpha coefficients exceed the acceptable threshold of 0.7; thus, all constructs had adequate internal consistency of measurement. Personal Life had the highest alpha, thus signifying

excellent internal consistency of measurement relative to the other construct. The alpha confidence intervals were also in acceptable ranges indicating stability of estimates. None of the alpha coefficients showed a decline when an item was deleted thus demonstrating all items provide valid contributions to the overall scale. Accordingly, all constructs were deemed reliable and suitable for subsequent analysis.

### Demo Graphic Data Analysis:

### Gender Analysis:

**Table - 3: Gender Distribution of Respondents:**

Gender	Frequency	Percent
Female	47	59.5
Male	32	40.5

**Interpretation:** A total of 79 Nurses were included in this study, 59.5% (47) of whom were Female and 40.5% (32) of whom were Male, which illustrates that Nursing continues to be primarily Females in the area of interest. As a result, this kind of information will help Hospital

Administrators develop appropriate gender-specific welfare and support programs, which better meet the needs of their Employees.

### Age Analysis:

**Table - 4: Age Distribution of Respondents:**

Age- Category	Frequency	Percent
Less than 25	42	53.2
Between 25 to 40 years	35	44.3
More than 40 years	2	2.5

**Interpretation:** Age distribution analysis revealed that the majority of workers are young workers with 53.2% (42) being under the age of 25 and 44.3% (35) between the ages of 25-40. The only age group that had people over 40 years of age were .2% (2) of respondents to this

questionnaire. Young workers demonstrate the ability to more easily acclimate to medical technological advances, but will require more seasoned mentors than they have previously worked with.

### Marital Status Analysis:

**Table - 5: Marital Status of Respondents:**

Marital status	Frequency	Percent
Married	18	22.8
Un married	61	77.2

**Interpretation:** Per Marital Status; 61 out of 61 Nurses reported being unmarried ( 77.2% ) ; 18 were married ( 22.8%). Nurses who are unmarried tend to have less responsibilities they must take care of at home than Nurses who are married. They have less of an easier time balancing out

family and work because they have less immediate responsibilities they need to take care of at home. Versus married Nurses who have to balance the work hours along with family. Which is why this study will be concentrating on Married Nurses and the difficulties they face.

### Education Analysis:

**Table - 6: Educational Qualification of Respondents:**

Education	Frequency	Percent
Diploma	18	22.8
PG	20	25.3
UG	41	51.9

**Interpretation:** 51.9% (41) indicated that they had an undergraduate qualification (UG), while 25.3% (20) stated that they had postgraduate qualifications (PG) and 22.8% (18) had diploma qualifications. From these results, it can be seen that there is a competent workforce

available to uphold standards of care and productivity when delivering patient care services.

**Experience Analysis:**

**Table - 7: Years of Experience of Respondents:**

Years of Experience	Frequency	Percent
Less than 5 yrs	62	78.5
6 to 10 years	12	15.2
Above 10 years	5	6.3

**Interpretation:** The 62 percent of people in the experience profile who are represented by participants with under five years' experience are a considerable majority. While 78.5% (62) of respondents have less than five years' experience; 15.2% (12) have between six and ten years' experience; and only 6.3% (5) of

participants have been practitioners for over ten years. This shows that the vast majority of those who took this survey are in the beginning phases of their careers and underscores the need for cultivation of mentorship in workplaces.

**Working Hours Analysis:**

**Table 4.8: Average Working Hours per Day of Respondents**

Average Working Hours per day	Frequency	Percent
8hrs	30	38.0
8 to 10 hrs	43	54.4
Above 10 hrs	6	7.6

**Interpretation:** The relationship between the hours worked on a weekly basis and the balance between work and life is an essential consideration in the case study. A substantial number of nurses, i.e., 54.4 percent, which translates to 43 out of 100,

indicated they worked 8-10 hours on a daily basis, while an additional 7.6 percent, which translates to 6 out of 100, worked more than 10 hours in a day. Only 38 percent, i.e., 30 out of 100, indicated they worked 8-hour shifts. This could

potentially lead to an increase in the level of fatigue, which in turn could affect the productivity of the employees in general.

**Hypothesis Testing Analysis:**

**Objective-1**

1. To examine the relationship between work and organizational policies and nurses' productivity.

NH<sub>1</sub>: There is no significant impact of work and organizational policies on employee productivity.

AH<sub>1</sub>: There is a significant impact of work and organizational policies on employee productivity.

**Hypothesis – 1**

**Result:**

**Table - 9: Correlation between Work & Organizational Policies and Employee Productivity:**

<i>Pearson's Correlations</i>			
		Pearson's r	p
WOP	& EP	0.662	< .001

**Interpretation:** The statistical analysis shows that there is no chance that either of this statistical method is wrong. Therefore, the p value indicates that there is a strong statistically significant correlation between work and organisational policies and productivity of employee's productivity. The findings show that there is a strong correlation at 0.662 between the two variables, and therefore if we implement good organisational policies, we will increase productivity of nurse care providers through good work conditions and good work supports, and things such as using proper training and giving proper supervision of nurse care providers will

impact their productivity who are nurse care providers. So organisations must help employees perform better by having good policies in place.

**Objective 2:**

To analyse the relationship between family support and professional life and nurses' productivity

**Hypothesis 2:**

NH<sub>2</sub>: There is no significant impact of family support on employee productivity.

AH<sub>2</sub>: There is a significant impact of family support on employee productivity.

**Result:**

**Table - 10: Correlation between Family Support, Personal Life, and Employee Productivity:**

<i>Pearson's Correlations</i>				
			Pearson's r	p
FS	-	PL	0.644	< .001
FS	-	EP	0.593	< .001
PL	-	EP	0.364	< .001

**Interpretation:** The outcome is statistically significant when the p-value is fewer than 0.05 ( $p = <0.001$ ); hence the null hypothesis ( $NH_2$ ) is rejected and the alternative hypothesis ( $AH_2$ ) accepted as genuine. The correlation analysis revealed that there was a strong positive association with the Family Support (FS) and Personal Life (PL) ( $r=0.644$ ), and moderate positive relationship with the Family Support (FS) and Employee Productivity (EP) ( $r = 0.593$ ). Thus, increased Family Support (FS) creates a better balance between Personal Life (PL) and Employee Productivity (EP). However, although the correlation between PL and EP was weaker than those previously noted ( $r = 0.364$ ), the results were still statistically

significant; therefore, FS has a significant influence upon both Nurse Work/Life Balance & Employee Productivity.

### Objective-3

To determine the impact of work-life balance on employee productivity among nurses

### Hypothesis – 3:

$NH_3$ : There is no significant impact of Work life balance on employee productivity.

$AH_3$ : There is a significant impact of work life balance on employee productivity.

### Result:

**Table 4.11: Model Summary of Regression Analysis**

<i>Model Summary - EP</i>								
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	RMSE	R <sup>2</sup> Change	df1	df2	p
M <sub>1</sub>	0.523	0.274	0.264	0.662	0.274	1	77	< .001

*Note.* M<sub>1</sub> includes WLB

**Table 4.12: ANOVA Results of Regression Model**

<i>ANOVA</i>						
Model		Sum of Squares	df	Mean Square	F	p
M <sub>1</sub>	Regression	12.72	1	12.72	29.03	< .001
	Residual	33.74	77	0.438		
	Total	46.45	78			

*Note.* M<sub>1</sub> includes WLB

*Note.* The intercept model is omitted, as no meaningful information can be shown.

**Table 4.13: Coefficients of Regression Analysis:**

<i>Coefficients</i>						
Model		Unstandardized	Standard Error	Standardized	t	p
M <sub>1</sub>	(Intercept)	0.584	0.307		1.905	.061

<i>Coefficients</i>						
Model		Unstandardized	Standard Error	Standardized	t	p
	WLB	0.639	0.119	0.523	5.388	< .001

**Interpretation:** This is because the model is considered statistically significant as the p-value is less than 0.05, as shown by the regression model (p-value < 0.001). Therefore, the null hypothesis (NH<sub>4</sub>) will be rejected, and the alternative hypothesis (AH<sub>4</sub>) will be accepted. The model summary calculates the R<sup>2</sup> value, which is 0.274, indicating that 27.4% of the employee productivity is explained by the relationship between employee productivity and work-life balance. Moreover, the ANOVA results have validated the model's significance based on the fact that the F-value is 29.03 and the p-value is less than 0.001. The regression coefficient value is 0.639, indicating that an increase in the value of work-life balance will result in an increase in employee productivity; hence, the value of the work-life balance is positive and significant in relation to the productivity of the nurses.

Therefore, the linear regression equation line is

$$\text{Employee productivity (EP)} = 0.584 + 0.639(\text{WLB})$$

### Major Findings

This research study shows how vital having a good work-life balance is for nurses' productivity. Working policies and procedures were important contributors to employee productivity, whereas family support is key in assisting nurses with their level of stress and their ability to achieve work-life balance.

There is some evidence to suggest that there are moderate but measurable impacts from personal, non-work-related, activities and behaviours to a nurse's productivity. From a statistical viewpoint, when we look at the regression analysis results of this

research, we can confidently say that there is a substantial contribution of work-life balance to employee performance/productivity. Therefore, it can be concluded that to improve employee productivity, it is important to look at the factors associated with both work and personal life.

### Suggestions

The study identifies that work-life balance is essential to nurse productivity. The other significant influences on nurse productivity are work and organizational policy. Family support is important for nurse stress management and balance.

The study indicates that personal life factors exert moderate but significant influence on productivity. Also, results of regression analysis indicate that work-life balance is a significant contributor to employee performance. The key finding of this study is that both organizational and personal factors have significant effects on increasing productivity.

### Reference

- Abo Habieb, E. E., & Elwkeel, N. S. (2020). *Organizational support and work-life balance among nurses*. Assiut Scientific Nursing Journal.
- Adella, A., & Antonio, F. (2024). *Work-life balance and nurse performance*. International Journal of Healthcare Management.
- Alasiry, S. M., et al. (2025). *Work-life balance in clinical environments and nurse productivity*. Healthcare Journal.
- Ashika, G. S., & Subhadra, P. S. (2023). *Workload, stress, and work-life balance impact on productivity*. Hospital Management Journal.

- Bozorgzad, P., Ghezeljeh, T. N., & Haghani, H. (2021). *The productivity and quality of work life in emergency nurses*. Journal of Nursing.
- Chunta, K. S. (2020). *Work-life balance among nurse leaders*. Journal of Radiology Nursing.
- Dehghan Nayeri, N., & Salehi, T. (2011). *Quality of work life and productivity among nurses*. Contemporary Nurse.
- Dousin, O., Collins, N., & Kler, B. K. (2019). *Work-life balance and employee performance among healthcare workers*. International Journal of Human Resource Studies.
- Helaly, S. H., & Ali, H. I. (2022). *Effect of nursing activities on work-life balance and job satisfaction among nurses*. Egyptian Journal of Health Care.
- Holland, P., Tham, T. L., Sheehan, C., & Cooper, B. (2019). *Impact of workload on work-life balance and job outcomes*. Applied Nursing Research.
- Lelyana, N., & Sarjito, A. (2025). *Influence of work-life balance on productivity of medical personnel*. Journal of Health Studies.
- Mahendran, A. V., Panatik, S. A., & Rajab, A. (2019). *Work-life balance and burnout among nurses*. Indian Journal of Occupational Health.
- Marecki, Ł. (2023). *Impact of work-life balance on employee productivity*. Journal of Management Sciences.
- Moyer, S. M. (2022). *Work-life balance of nursing professionals*. Nursing Education Perspectives.
- Permadi, I. K. O., et al. (2023). *Work-life balance and job satisfaction among nurses*. Journal of Economics and Business.
- Poulouse, S., & Sudarsan, N. (2017). *Assessing work-life balance dimensions among nurses*. Journal of Management Development.
- Rony, M. K. K., et al. (2024). *Enhancing nurses' work-life balance using technology*. Journal of Medicine and Life.
- Schluter, P. J., Turner, C., & Huntington, A. D. (2011). *Work-life balance and health among nurses*. International Nursing Review.
- Tejero, L. M. S., & Seva, R. R. (2021). *Factors associated with work-life balance and productivity*. Journal of Occupational Health.
- Yamoah, E. E. (2025). *Work-life balance and healthcare worker productivity*. Management and Economics Review.