

Work to Life Balance Concern among Employees Working in a Medical College and Hospital

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ABSTRACT

Work to life balance (WLB) is a much discussed topic in the health-care business right now. Employees strive to achieve success and advancement at work while also making time for family and enjoyment. Employee burnout is caused by not balancing these two extremes, thus employers have recognized this as a pressing issue and seek to implement work to life balance strategies, programs, and policies to boost employee morale, motivation, and productivity are all factors to consider. WLB does not imply sacrificing corporate productivity to meet personal obligations. In reality, it is to work productively while also improving one's personal life. Employee retention is achieved through WLB practices. This article explains the various alternatives available to organizations and employees when it comes to tying WLB policies to organizational and personal success. With IQ City Medical College and Hospital, Durgapur as a case study, this study aims to uncover WLB difficulties in the health sector and the effort the organization has made to maintain the WLB of its personnel.

Keywords: Human resource management, Medical college and hospital, Productivity in the health-care industry, Work to life balance
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INTRODUCTION

People who have some control over where, when they work, and how they work have a better work to life balance (WLB). There is a school of thought that WLB exists solely in the context of what the company does for the employee. WLB, on the other hand, is a two-pronged strategy. The other aspect of employment that many people ignore concerns what people do for themselves. WLB can also be defined as achievement combined with pleasure. Happiness and contentment will never be obtained if a person continues to work but does not love it. Achievement can be considered as a driving force in life, whereas happiness is the gasoline that propels it forward. We are not only balancing our job and family when we strike WLB; we are also re-establishing our mental and physical equilibrium, and so bringing our emotional intelligence into balance, which is the worldly ability to regulate and handle the situation.^[1] Work associated with training can assist organizations in facilitating WLB for their employees. Their sense of duty and ownership is enhanced by a well-balanced lifestyle. These workshops also assist employees in improving their relationships with management. It boosts their self-esteem, which has a beneficial impact on productivity. WLB is described as a sufficient level of involvement or 'fit' between multiple roles in a person's life in its broadest meaning.

Although there are various definitions and interpretations, WLB is usually connected with maintaining homeostasis or a general sense of harmony in one's life. The study of WLB is examining how to manage multiple tasks at the same time. Although WLB has generally been thought to entail devoting equal amounts of time to paid and non-paid tasks, the term has recently been acknowledged as more complicated and expanded to include additional components. Three components of WLB were investigated and quantified in a study.

Time balance refers to the amount of time spent on work and non-work activities:

- WLB, or my psychological commitment to both work and non-work roles
- Job-life balance, or how satisfied you are with your work and non-work roles.

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This WLB paradigm, which includes time, involvement, and satisfaction, allows for a broader and more inclusive picture to emerge. Someone who puts in 60 h a week at work may be considered to have a poor in terms of time, WLB is important management. This individual, like the person who works only a few hours per week, would be unbalanced in terms of time, but satisfied with the increased involvement in paid job (balanced contentment). Someone who works 36 h a week but does not enjoy his or her job and spends the rest of the time pursuing desired outside interests may be time-balanced but dissatisfied. As a result, creating balance necessitates consideration from a variety of angles.

The concept of balance is merely the beginning of the challenge in understanding WLB. We must also examine our job and personal lives. Work can be described as paid employment at first. However, when we consider extra unpaid hours, commuting time to and from work, and the more intractable challenges of farmers, hoteliers, and others who work from home and where the line between home and work is blurred, this quickly falls apart. Part of the fascination with the topic stems from the belief that modern

technology has made it easier to work from home, blurring the line between home and business. The definition of work in the analysis of WLB is, at the very least, controversial. The same may be said for life or non-work; the term “WLB” is a misnomer in and of itself, serving only as a convenient abbreviation for “work” and “life.” When we consider the world outside of work, psychologists must be aware of the difficulties that may arise during the investigation. Many studies have focused on spillover effects. Analysts distinguish between free time and leisure time. Others have looked into the differences between committed and free time. Various studies on WLB are convenient and partially inevitable ambiguous in defining what they imply because there are many methods to investigate and define life outside of work. In simple words, “work” in this context usually refers to paid employment, whereas “life” refers to activities outside of work. Outside of work, there is also spare time. This is typically thought of as a period of time where there are no obligations imposed by others. It is distinct from leisure, which is typically defined as the pursuit of a specific activity.

However, two important everyday notions lie at the heart of an effective WLB definition. They are daily accomplishments and pleasures, notions that are almost deceiving in their simplicity. The front and back of life’s value are achievement and happiness. WLB policies are sometimes referred to as “flexible working” in practice, and they cover the following diverse types of work:

- Working part-time
- Job rotation
- Flexi time
- Working for a set period of time
- Shift work is a term used to describe when someone works in a shift
- Annualized hours are the total number of hours worked in a calendar year
- Hours those are crammed
- Tele-working/e-working is a term that refers to the practice of working remotely or online
- Working from home
- Breaks in employment
- Take a break from school.

Is WLB a Unique Concept?

WLB has changed over time, despite the fact that it is not a new concept. Work and life have been essentially interwoven throughout history. Community involvement, childcare, and elder care all took place in the same time frame as work. The divide between work and life became more clearly defined with the start of the industrial revolution in the second half of the 18th century. Since those days, the workplace has changed drastically, and as a result, balancing work and life has evolved as well. Many families no longer have an adult who does not work outside the home, which is a significant development. Because there is no one in the house to attend to life difficulties, full-time professionals now have to find time to take care of responsibilities such as childcare or caring for an ageing parent in addition to their professional workload.

The Debate over WLB’s Importance on a Larger Scale

The so-called “Balance” that is supposed to exist between the paid employment we do and our personal lives has been the subject of a major public policy discussion. Over the course of this issue, the flood of research monographs, seminars, and conferences

Table 1: No of years served

<i>Years</i>	<i>No. of Respondents</i>
0–1	128
1–2	48
2–3	16
More than 4	8
Total	200

Table 2: Level of satisfaction with the working hours of the organization

<i>Satisfaction Level</i>	<i>No. of Respondents</i>
Satisfied	176
Highly satisfied	8
Dissatisfies	8
Highly dissatisfied	8
Total	200

Table 3: No. of hours put in by the employees

<i>Working Hours (in Hr.)</i>	<i>No. of Respondents</i>
7–8	96
8–9	72
9–10	16
10–12	8
More than 12	8
Total	200

Table 4: Pressure of work in the organization

<i>Response</i>	<i>No. of Respondents</i>
Agree	96
Strongly agree	16
Disagree	80
Strongly disagree	8
Total	200

Table 5: Attitude towards flexible hours provided

<i>Satisfaction Level</i>	<i>No. of Respondents</i>
Satisfied	152
Highly satisfied	16
Average	24
Dissatisfies	0
Highly dissatisfied	8
Total	200

has become seemingly unending in a relatively short period of time. Private companies, large and small, are preoccupied with determining where the “balance” should be struck, and how can the ostensible expectations of businesses for improved business performance and increased productivity be balanced with the wants and needs of their employees, who are burdened with duties beyond the workplace as parents and citizens?

Achieving a Healthy Balance between Family, life, and Job

In recent years, the term “WLB” has essentially replaced the term “Work to Family Balance.” Although the definition of family has broadened to include extended families, shared parenting, sex relationships, and a diverse range of social and support networks and communities, the semantic shift from work/Family to work/Life reflects a recognition that child care is far from the only non-work function. Other activities that must be matched with work include study, sport and exercise, volunteer work, hobbies, and senior care.

"Eldercare" is becoming a growing problem for employers. The widespread use of the term "work to life" rather than "work/family" has good repercussions, such as legitimizing non-standard work arrangements for a diverse variety of employees.

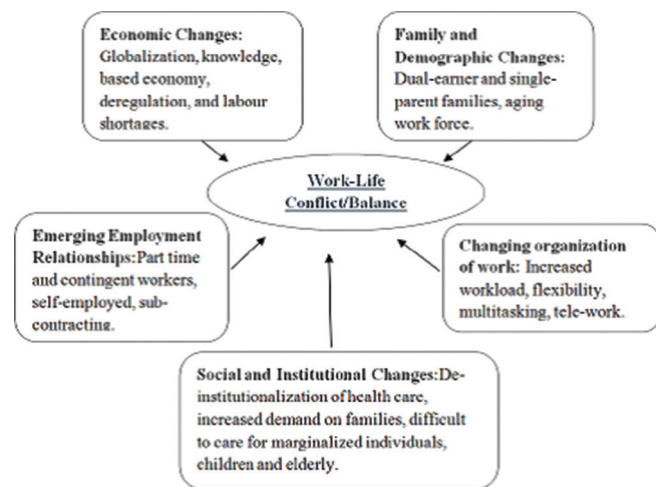
Work/Life Conflict

When the obligations of one function make it difficult to meet the needs of the other, the WLB is out of whack. Work/Life Conflict is the term for this situation. Individuals who may not believe they have a "Good" mix and integration of job and non-work roles may suffer unfavorable or contradicting outcomes. This indicates a two-way connection in which work might conflict with non-work obligations (Work/Life Conflict) and vice versa (Life/Work Conflict).

Employees who are stressed out as a result of work/life conflict and a lack of control over their job and non-work duties are less productive, less committed to, and satisfied with their employers, and are more likely to be absent or quit. Individuals who have friction between their professional and personal lives are more likely to have poor mental and physical health. According to one study, those with Life/Work conflict were 30 times more likely to have a mood disorder, 10 times more likely to have an anxiety illness, and 11 times more likely to have a substance dependence disease. Employees who have less Work/Life Conflict, on the other hand, are more satisfied with their jobs overall.

Importance of WLB

The nature of work, the organization of work, and employment relationships are all changing as a result of global economic development, new technologies, and the shift to an employee-based economy. In India, there are numerous social and institutional developments that are influencing families.



The four pillars of balance

1. Be Humble
2. Be aware
3. Be simple
4. Be first.

The balance of the three O's

- Ourselves: We are our own physical, emotional, mental, and spiritual beings

- Others: Other topics include love/sexuality, families, friends, pets, and hobbies/fun
- Obligations: Work/Vocation, Home/Yard, Civic/Community, and Financial.

Factors affecting WLB

- Hours of work
- Workloads
- There are multiple roles to play
- Needs of the family
- Physical ailment.

WLB advantages

- Employee contentment
- Recruit and retain personnel
- Lower labor turnover
- Boost employee performance
- A better public image
- Reduce absenteeism
- Work of higher quality
- There will be fewer missed opportunities
- Increased employee loyalty
- A more enjoyable work environment as a result of all employees achieving and enjoying their work
- Employees who care about their jobs are more likely to come up with unique ideas.

Literature Review

The nature and effects of leisure, as well as the implications of filling spare time with leisure activities rather than passive activity for mental health and welfare have been extensively researched. We need to discover a mechanism to operationalize and measure WLB in the midst of these problems. "Enough time to satisfy commitments at both home and work," for example, may be a beginning definition. Over the past 20 years, the importance of managing an employee's WLB has risen dramatically.^[2] There have been changes in a number of areas that have a direct bearing on this problem. To begin with, tasks have become more complex, and employees have been pressured to provide quality outputs in shorter timeframes and with fewer resources,^[3] resulting in a reinterpretation of regular working hours. Second, the labor force's demographic make-up (gender, ethnicity, dual career couples, religion, multigenerational workplaces, and so on), and third, the nature of the job has necessitated that organizations effectively manage their employees' well-being, stress, and job satisfaction.^[4]

Evidence that "there is little doubt any longer that there is a clear connection between the way people are managed and organizational performance,"^[10-12] and that with the onset of predicted skill shortages, the ability to offer effective WLB employment opportunities may become a source of competitive advantage. The WLB idea, in theory, demands firms to effectively integrate employees' work and non-work responsibilities, reducing or eliminating multiple-role conflict, stress, and job discontent.^[2,5] Western organizations, on the other hand, have tended to adopt a limited set of policies to achieve a WLB, such as on-site child-care facilities, on-site gyms, telecommunicating opportunities, and even on-site sleeping quarters for the employee and their family.^[6,7] Each has strived to increase the flexibility with which

Table 6: Amount of time spend at work

Satisfaction Level	No. of Respondents
Satisfied	112
Highly satisfied	48
Average	24
Dissatisfies	8
Highly dissatisfied	8
Total	200

Table 7: No. of days working in a week

Days	No. of Respondents
<5	16
5	8
6	80
7	96
Total	200

Table 8: Attitude towards leave policy of the organization

Satisfaction Level	No. of Respondents
Satisfied	112
Highly satisfied	0
Average	72
Dissatisfies	16
Highly dissatisfied	0
Total	200

Table 9: Whether one is able to spend quality time with his/her family after work hour

Response	No. of Respondents
Agree	88
Strongly agree	72
Disagree	32
Strongly disagree	8
Total	200

Table 10: Organization allows you to balance your work/life with your personnel life

Response	No. of Respondents
Agree	104
Strongly agree	32
Disagree	48
Strongly disagree	16
Total	200

employees can carry out their work functions while also fulfilling their home responsibilities to the extent possible.

To embrace a holistic perspective to Human Resource (HR) management and better inform organizational HR development,^[8,9] propose that the WLB literature adopt the following four criteria in its design and implementation: The literature on WLB retains a focus on the integration of HR policies with the organization's vision, goals, and strategy, with the consistency of the organization's exposed culture and the context of its work/life balancing approach being essential to this point. WLB policies are implemented to create a set of internally consistent employment policies intended to produce employee commitment, flexibility, and quality — mutual flexibility and commitment being a cornerstone of the concept of a WLB program; there is recognition of the importance of HRs and the need to engage in practices that reflect this understanding. As a result, internalizing (and demonstrating by their behavior) the importance of HRs is critical to the link between WLB goals and their achievement; that employees respond to WLB policies (i.e., a

Table 11: Organization takes initiatives to help you to manage work life and personal life

Response	No. of Respondents
Yes	160
No	40
Total	200

Table 12: Initiatives taken up by organization has taken for managing work/life

Parameters	No. of Respondents
Provides flexible work timings	104
Provides leave to manage work/life	64
Sharing of job is acceptable by organization	32
Any other	0
Total	200

Table 13: Employees having work to life balance will be more effective, productive, and successful

Response	No. of Respondents
Agree	136
Strongly agree	24
Disagree	32
Strongly disagree	8
Total	200

Table 14: Factors hindering balancing work and family commitments

Shifts	No. of Respondents
Long working hours	24
Shift work	152
Compulsory overtime	24
Other	0
Total	200

Table 15: Work to life balance policy in the organization should be customizes to individual needs

Response	No. of Respondents
Agree	36
Strongly agree	24
Indifferent	16
Disagree	8
Strongly disagree	8
Total	200

“uptake” of WLB opportunities by employees) and to line managers' behavior (i.e., a recognition by employees that their superiors are committed to the achievement of a meaningful WLB).

As a result, the extent to which employers can support the achievement (and benefits associated with) effective WLB/HR policy is determined by two factors: how WLB is defined and formalized within HR policy, and how managers respond to employee requests for WLB relief. The extent to which WLB is operationalized — that is, whether it is to be seen as a “right,” a “right to request,” or a matter of managerial discretion — must be understood by those involved in its formalization. Organizations must determine whether to use an authorization strategy (i.e. “hard HR”) or a paternal approach to employee requests for WLB alleviation when it comes to managerial reactions. The tone for employees' responses to WLB programs is set by the junction of corporate culture as embodied in rituals and practice demonstrated by organizational leaders. When executives work long hours, take limited annual leave and then only in tiny quantities, demand

travel on short notice,^[13,14] and wear these sacrifices as “badges of honor,” staff are, at best, hesitant to use WLB.^[15]

WLB is a more comprehensive word for policies that were formerly referred to as “family-friendly,” but are now extended beyond the family. WLB refers to flexible work arrangements that allow both parents and non-parents to strike a balance between work and personal have been met.^[16]

WLB is chosen because it incorporates the experiences and demands of both parents and nonparents, and it provides a more advanced theoretical framework in which to consider new ways of living and working that are acceptable to all. In reality, it entails “changing work rhythms so that everyone, regardless of age, color, or gender, can discover a rhythm that allows them to better balance work and their other responsibilities and objectives.”^[16-19] Personal fulfillment is crucial at work, and that fulfillment outside of work may improve an employee’s contribution at work. “Satisfaction and well-functioning at work and at home with a minimum of role conflict.”^[20-21] As a result, in practice, definitions have emphasized time and role enactment. Working hours and health are linked under European legislation, and analyses of the literature on working hours and health show that when people work considerably longer than these hours, their health and performance begin to decline. The objective definition implies that those who work more than 48 h/week on a regular basis will have a WLB that is unbalanced. Several studies looked at how much “Uncommitted” time there is once job and family obligations have been met.^[22-32]

RESEARCH METHODOLOGY

Research Design

This research was conducted in the Durgapur and is descriptive in nature. Descriptive research focuses on describing the features of a single person or a group of people. The goal of descriptive research is to represent the features of a specific group or scenario.

- Data collection: Both primary and secondary data are used in this study
- The sample size of 200 is taken into account
- The survey is carried out using the random sample approach
- Data gathering method: There are primarily two types of data collection sources. They are;
 - Primary Data
 - Secondary Data.

Primary data

The primary data were gathered by questioning hospital personnel and doctors. And by creating a systematic questionnaire, they were able to collect a variety of data on the chosen issue. A sample size of 200 respondents was chosen at random for the study survey, and the data were tallied and categorized. It was examined using a sample statistical formula and the average method. Interactions with employees and the administration of a standardized questionnaire were used to gather data.

Secondary data

In the hands of the market researcher, any data obtained for another purpose are secondary data. For the establishing

theoretical framework for the study, secondary data were acquired from company reports, documents, and websites.

Objectives

The objectives are as follows:

- To investigate the impact of WLB programs on doctor productivity
- To investigate the elements that negatively impact WLB and their impact on individuals
- What are the organization’s employees’ perspectives on the hospital’s work/life initiatives?
- How do businesses handle employee benefits and service programs?
- To investigate the consequences of a WLB that is out of whack

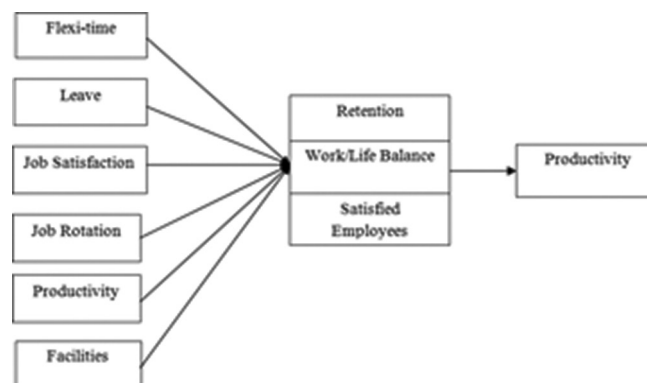
The Study’s Limitations

It depends on:

- The scope of the research was limited to Durgapur
- Because all of the respondents failed to give relevant information, the samples were chosen
- One of the most critical obstacles was time
- All of the respondents are not responding appropriately
- The conclusions of the study are entirely based on information provided by the participants.

Framework for thought

WLB Initiatives’ impact on productivity.



RESULTS

About 63.8% of respondents have been working for 1 year, 23.9% have been working for 2 years, 8% have been working for 2–4 years, and 4% have been working for more than 4 years. About 88% are satisfied with the organization’s working hours, with 4% strongly agreeing, 4% disagreeing, and 4% strongly disagreeing that the organization’s working hours are not satisfactory [Tables 1-2]. Approximately 47.67% puts in 7–8 h of labor/day, 35.6% work 8–9 h/day, 7.8% work 9–10 h, 4% work 10–12 h, and 4% work more than 12 h/day. About 47.9% of respondents indicated they are under increasing job pressure, with 8% strongly agreeing, 40% disagreeing, and 4% disagreeing. Approximately 75.7% are content with flexible working hours, 8% are extremely satisfied, and 12% say they are averagely satisfied. About 4% of people are really dissatisfied. About 55.6% are content with their jobs, 24% are extremely satisfied, 12% are ordinary, and 4% are dissatisfied. 4% of people are really dissatisfied [Tables 3-5]. 48% stated they work

Table 16: Employees working in shifts

Shift	No. of Respondents
General/day shift	120
Night shift	8
Alternative	72
Total	200

Table 17: Work to life balance initiatives helps to increase productivity of the organization

Response	No. of Respondents
Agree	144
Strongly agree	32
Disagree	16
Strongly disagree	8
Total	200

Table 18: Holiday camps and picnics are organized by the organization to help people balance work and personal life

Response	No. of Respondents
Agree	144
Strongly agree	32
Disagree	24
Strongly disagree	0
Total	200

Table 19: Does your company encourage family members to participate in work accomplishment reward functions?

Response	No. of Respondents
Agree	72
Strongly agree	24
Disagree	88
Strongly disagree	16
Total	200

Table 20: Organization can retain employees with efficient work to life management policy

Response	No. of Respondents
Yes	104
No	96
Total	200

7 days a week. Approximately 40.1% said they work for 6 days, 8% said they work for fewer than 5 days, and 4% said they work for 6 days. Approximately 55.9% of employees are satisfied with the company's leave policy, while 8% are dissatisfied. And 36% consider themselves to be average. About 43.7% of respondents stated they had enough time for their family after work hours, while 36% said they won't have enough time, 16% disagree, and 4% strongly disagree. Approximately 51.8% feel that they are able to balance their personal and professional lives [Tables 6-10]. Only 24% disagree, while 16% strongly agree. About 80% of respondents think the company takes steps to help you manage your work/life and personal life and 20% of people answer no. 52% said they offer flexible work hours, 32% said they offer paid time off to balance work and life, and 16% said they offer job sharing. About 75.6% of respondents believe that if employees have a healthy work to life balance, the company will be more effective, productive, and successful. About 31.7% stated they miss out on family/friends because of work pressure, 24% said they always miss out, 16% said it's rare, and 28% said they never miss out. About 75.6% of respondents claimed they work long hours, while 12%

work in shifts and 12% do mandatory overtime. Approximately 71.9% agree that the organization's WLB policy should be tailored to individual needs, with 12% strongly agreeing, while 8% are neutral and 4% disagree. About 59.8% of employees stated they work general/day shift, 36% said they work alternate shift, and 4% said they work night shift. About 60% of employees indicated they work general/day shift, 36% said they work alternate shift, and 4% said they work night shift. WLB initiatives, according to 17.36% of respondents; contribute to boost the organization's productivity. About 44% of those polled disagree and 35.4% of respondents agreed that the company should hold holiday camps and picnics to balance work and personal life. Because the company encourages family participation in incentive functions, 51.5% say yes. Approx. 71.8% employees agree that the WLB strategy aids in employee retention [Tables 11-20].

Suggestions

- For proper designation, flexible timings should be introduced as needed
- A good WLB perks motivate people to put in more effort
- Management must create recognition, incentive, and motivator programs to retain employees and maintain high levels of satisfaction
- Each position's role clarity should be established so that individuals may organize their work accordingly.

CONCLUSION

WLB has the potential to revolutionize both the company and the individual. It aids in the development of a solid set of values inside an organization, it is due to a healthy WLB achieved by employees. As a result, the company no longer needs to enforce a formalized set of organizational principles because they are now inherent to it. People management has improved, particularly flexibility in terms of working hours and location, as well as the creation of a supporting environment supervisors, appear to a contribution towards greater WLB, according to evidence. Employees have been shown to benefit from WLB programs in terms of productivity, commitment, and WLB, and satisfaction. Organizations that have established WLB initiatives understand that employee happiness has an impact on the company's "bottom line." To guarantee that programs have the desired impact on both individuals and the organization, parameters are essential. The degree of management buy-in and training, the manner in which programs are communicated to employees, company culture, management controls, HRs policy, and employee control are all factors to consider are six factors that might be used to determine if a person's WLB is satisfactory initiatives. Finally, self-management is critical; individuals must be able to control their own behavior and expectations when it comes to WLB.

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