

## CONSTRUCTS OF QUALITY OF WORK LIFE: AN EMPRICAL EVIDENCE FROM INDIAN HOSPITALS

VINSHI GUPTA

Assistant Professor, Department of MBA, Sarvottam Institute of Technology & Management, Greater Noida, India

### ABSTRACT

Quality of work life (QWL) programs can improve employee morale and organizational effectiveness. But implementing a successful QWL effort in a healthcare setting is not easy because of the unique administrative structure and inherent complexities of modern hospitals. The study involves employees of all the departments in selected hospitals in order to understand their point of view with respect to Quality of Work Life. Primary data was collected by administered a structured questionnaire to 600 employees of selected hospitals in the vicinity of Delhi & Noida on the factors that have impact of the quality of work life. The questionnaire was monitored to some selected employees in different departments of the hospitals in a random order. The secondary data available in the form of organization and industry literature like record books, manual annual reports and journals. The shortcomings of the QWL program are analyzed and recommendations for future practice are described. Considering all the above facts and the massive growth in the healthcare industry, huge investments would offer several opportunities for Indian companies to create 'win-win' situations and there would be emerging opportunities for professionals as well in the near future.

**KEYWORDS:** Quality of Work Life, Job Satisfaction, Work Life Balance, Human Relation, High-Quality-Work-Life Experiences

### INTRODUCTION

#### DEFINITIONS

The Quality of Work Life refers to the level of satisfaction, motivation, involvement, and commitment individuals experience with respect to their lives at work. It is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. Indicators of QWL are Job satisfaction, Job involvement, Work role ambiguity, Work role conflict, Work role overload, Job stress, Organizational commitment and Turn-over intentions. Thus, Quality of work Life is the sum total of physical (working conditions), psychological and economic factors which affect the job.

#### OBJECTIVES OF THE STUDY

- To find out the quality of work life of the employees in Hospitals.
- To help the organization know the level of satisfaction of the workers and employees at all hierarchical levels.
- To find out employee's view of their work culture in the organization.
- To review the total environment, including working conditions to bring in positive change for betterment of QWL of employees.

#### SCOPE OF THE STUDY

The Scope of the study covers employees of all the departments in selected hospitals in order to understand their

point of view with respect to Quality of Work Life. The scope also includes the response of the employees to the various measures taken by the management of different companies to make the employees comfortable at the work place.

## METHODOLOGY OF THE STUDY

A thorough review of literature was conducted before selecting the topic of the study. In other words, this study examines the reasons behind what employees perceive about high-quality working-life experiences employed by hospitals in India. For the study undertaken on quality of work life the sample size has been taken at 600 members. Sample methodology used for the study is random method. Sampling was done as follows:

S. No	Category	No of Respondents
1	Managerial level (DMO,PRO, Sr. Manager, Doctors)	100
2	Nursing staff	140
3	Lab technicians	100
4	Housekeeping Staff	20
5	Intensive care unit staff	30
6	Radiology Staff	30
7	Front office executives	20
8	Pharmacists	30
9	Miscellaneous (Admin, Ins, IP-OP, Office boy, Typist, Hospitality, Lift boy)	130
<b>10</b>	<b>Total</b>	<b>600</b>

Primary data was collected by administered a structured questionnaire to 600 employees of selected hospitals in the vicinity of Delhi & Noida on the factors that have impact of the quality of work life. The questionnaire was monitored to some selected employees in different departments of the hospitals in a random order. The secondary data available in the form of organization and industry literature like record books, manual annual reports and journals is used for the purpose of understanding the standards prevailing in the organization.

## LIMITATIONS OF THE STUDY

The data collected by me through primary source is constrained by the sample size which is only 600 employees. Report is subject to change with fast changing scenario. As the respondents were chosen at random, we cannot take it for granted that the data obtained are a representation of all the employees. Certain type of information which is deemed to be confidential was not given to me.

## LITERATURE REVIEW

A brief introduction and review of the 12 QWL factors working towards the development of organizations most valuable assets (employees) for gaining competitive advantage in the market, examined in this study are provided in the following section.

**Communication:** Proper communication plays a pivotal role to achieve results in this priority area. King (1992) proposed that organizations could improve the quality of working life through improving the nature and quality of communication of the mission and vision through the use of team briefings as a first step in the process of employee participation.

**Career Development & Growth:** The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track.

**Organizational Obligation:** The relationship of organizational commitment with work life quality is another aspect of working life that is often investigated by researchers. Commitment has a significant and positive impact on job performance and on workforce retention. The underlying belief is that a more committed employee will perform better at their job.

**Emotional Supervisory Support:** It has been suggested that emotional support at work helps balance work and family roles because it contributes to the employee's energy level. A supportive supervisor may help boost an employee's energy level by discussing family-related problems, reinforce the employee's positive self-image by giving feedback, and reduce stress by showing understanding for the employee's family life.

**Flexible Work Arrangement (Alternative Work Schedule):** Flexible work arrangements (flextime and telecommuting) are thought to contribute to job motivation and dedication. They also enable the employee to use time more efficiently by scheduling activities in a way that suits his or her situation best.

**Family-Responsive Ethnicity:** In addition to providing flexible work arrangement and emotional supervisor support, the organization's culture toward combining work and family roles is at least as important for employees seeking work-family balance.

**Employee Enthusiasm:** The general perception is that people leave organization for higher pay. This hypothesis, though intuitively quite appealing, is often not sufficient in describing the entire picture with regard to sales force turnover.

**Work Culture & Climate:** The affective facet of organizational climate primarily comprises of the quality of relationships in the organization. It is quite understandable that the very nature of hospitals is such that the administrators work overtime and spend huge resources to create and maintain good working condition.

**Organizational Support:** The complex nature of processes and the heterogeneous nature of employees are the reasons for the not so healthy human relations and social integration in Hospitals. Hence, the management has to take some special efforts to improve this factor.

**Job Satisfaction:** Job satisfaction is one of the central variables in work and is seen as an important indicator of working life quality determining the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having sense of enjoyment in one's work is reflective of Herzberg's Hygiene factors in his theory of motivation.

**Rewards & Benefits:** Hackman and Oldhams (1980) highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. They emphasized the personal needs are satisfied when rewards from the organization such as compensation, promotion, recognition and development meet their expectations, which will lead to an excellent QWL.

**Compensation:** Besides rewards and benefits the level of support created by the compensation structure is also an indication of the work-life quality in organizations.

## DATA ANALYSIS & INTERPRETATION

Data analysis has multiple facets and approaches, encompassing diverse techniques. In this chapter, information collected through questionnaire is inspected and appropriate statistical methods are used to transform data for easy comprehension.

- How do you feel working with Hospitals?

(a) Excellent (b) Good (c) Satisfactory (d) Poor

**Table 1: Working with Hospitals**

Category	Respondents	Percentage
Excellent	130	21.66
Good	300	50.00
Satisfactory	140	23.33
Poor	30	5.00
<b>Total</b>	<b>600</b>	<b>100</b>

## INTERPRETATION

The survey depicts that 50% of the employees feel good working in Organizations and 21.66% of the employees feel excellent and 23.33% feel satisfactory about working in Organizations. The survey depicts that most of the employees (50%) feel good about working with organizations. So the company should ensure that this percentage increases by providing promising environment. Hence should show a little more care and concern.

- What do you like the most about your job in the Hospitals?

(a) Job Profile (b) Work environment (c) Growth Opportunities (d) Compensation & Benefits

**Table 2: Like Most about Hospitals**

Category	Respondents	Percentage
Job Profile	191	31.88
Work environment	261	43.47
Growth Opportunities	130	21.73
Compensation & Benefits	18	3.00
<b>Total</b>	<b>600</b>	<b>100</b>

## INTERPRETATION

The survey depicts that 43.47% of the employees like their work environment and 31.88% of the employees are happy about their Job profile. 21.73% feel that there is growth opportunities and only 3.00% are satisfied by the compensation. So organizations should try to amend its current compensation policy so that it satisfies more number of employees.

- How do you rate the work culture?

Excellent (b) Very good (c) Good (d) Satisfactory (e) Bad

**Table 3: Work Culture**

Category	Respondents	Percentage
Excellent	100	16.66
Very good	160	26.66
Good	180	30.00
Satisfactory	140	23.33
Bad	20	3.33
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 30.00% of the employees feel that the work culture is good at Hospitals. 16.66% and 26.66% feel the work culture to be Excellent and very good respectively.

Only a meager portion of employees are not happy with the work culture. This shows that most of the employees at Hospitals feel that they have good work culture and are confident about it.

- Your main satisfaction in life comes from your work.
- (a) Strongly agree (b) Agree (c) Disagree (d) strongly Disagree

**Table 4: Work Satisfaction**

Category	Respondents	Percentage
Strongly agree	180	30.00
Agree	350	58.33
Disagree	50	8.33
Strongly Disagree	20	3.33
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 58.33% of the employees feel that their main satisfaction in life comes from work and 30.00% strongly agree with the same. Only 8.33% and 3.33% of the respondents disagree and strongly disagree with the fact that their main satisfaction in life is derived from work. This concludes that most of the employees at Hospitals are highly satisfied with their work.

- How hard is it to take time off during your work to take care of personal or family matters?
- (a) Not at all hard (b) Not too hard (c) Somewhat hard (d) Very hard

**Table 5: Time for Family**

Category	Respondents	Percentage
Not at all hard	150	25.00
Not too hard	170	28.33
Somewhat hard	200	33.33
Very hard	80	13.33
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 25% of the employees feel that it is not at all hard to take care of family matters and 28.33% feel that it is not too hard whereas 33.33% find it somewhat hard to take time for personal and family matters.

13.33% of the employees find it very difficult to manage work and family as they come from far off places. Survey depicts that most of the employees are able to manage both work and family matters efficiently.

- In general, how would you describe relations in your work place between management and employees?
- (a) Very good (b) Quite good (c) Neither good nor bad (d) Quite bad (e) Very bad

**Table 6: Relations between Management and Employees**

Category	Respondents	Percentage
Very good	190	31.66
Quite good	300	50.00
Neither good nor bad	80	13.33
Quite bad	20	3.33
Very bad	10	1.66
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 50% of the employees feel that relation between management and employee is good and 31.66% feel it to be very good. 13.33% are indifferent and 4.99% feel the relation between management and employees to be bad. This depicts that majority of employees are of the opinion that there is a good relation between management and employees which is a very healthy sign of a good organization.

- How are the career development activities in your organization?  
(a) Excellent (b) Very good (c) Average (d) Satisfactory (e) Poor

**Table 7: Career Development Activities**

Category	Respondents	Percentage
Excellent	100	16.66
Very good	120	20.00
Average	220	36.66
Satisfactory	120	20.00
Poor	40	6.66
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 36.66% of the employees feel that career development activities are of average nature.

16.66% & 20% of the employees rate career development activities as Excellent and very good respectively.

20% feel it to be satisfactory and 6.66 % are very unhappy about the career development activities.

This shows that most of the employees feel the career development activities to be good but Hospitals should try to focus on the same to ensure more satisfied & motivated employees.

- Is your performance being monitored periodically?  
(a) Yes (b) Could be (c) Don't know

**Table 8: Monitoring of Performance**

Category	Respondents	Percentage
Yes	450	75.00
Could be	110	18.33
Don't Know	40	6.66
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 75% of the employees say that their performance is being monitored periodically.

18.33% are not sure about their performance being monitored and 6.66% don't know if their performance is at all monitored.

Most of the employees say that their performance is being regularly monitored.

This shows that the organization is keen on appraising employees on a regular basis.

- Do you think Communication and information flow between the departments is satisfactory?

(a)Yes (b) No

**Table 9: Communications and Information Flow**

Category	Respondents	Percentage
Yes	480	80.00
No	120	20.00
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 80% of employees feels that the communication and information flow between departments is satisfactory whereas 20% feel the contrary.

Majority of the employees are satisfied with the communication and Information flow in hospital.

- Please rate your overall satisfaction level with the current work life management policy of the organization?

(a) Highly satisfactory (b) Satisfactory (c) Average (d) Poor

**Table 10: Satisfaction Level among Employees**

Category	Respondents	Percentage
Highly satisfactory	20	3.33
Satisfactory	380	63.33
Average	180	30.00
Poor	20	3.33
<b>Total</b>	<b>600</b>	<b>100</b>

**INTERPRETATION**

The survey depicts that 63.33% of employees are satisfied with the current work life management policy of the organization and 3.33% are highly satisfied. 30% feel the management policy to be average and 3.33% find the policies to be poor.

As per above, Majority of the employees are satisfied with the existing management policy of the hospitals but hospitals should try to improve and revise the policies to cater to the needs of dissatisfied employees.

- Does the company take care of employees working in night shifts?

(a) Yes (b) No

**Table 11: Care for Employees in Shifts**

Category	Respondents	Percentage
Yes	470	78.33
No	130	21.66
<b>Total</b>	<b>600</b>	<b>100</b>

## INTERPRETATION

The survey depicts that 78.33% of employees feel that the employees working in night shifts are taken care of. 21.66% feel that company does not take care of employees working in night shifts. Though majority says that hospitals take care of employees working in night shift, they should still make an effort to provide proper motivation to overcome with the feeling they have regarding working in night shifts.

- Do you have more pressure of work in the organization or it is equally distributed ?  
(a) Have Pressure (b) Work is equally distributed

**Table 12: Working Conditions**

Category	Respondents	Percentage
Have Pressure	190	31.66
Work is equally distributed	410	68.33
<b>Total</b>	<b>600</b>	<b>100</b>

## INTERPRETATION

The survey depicts that 31.66% of employees feel that they have more work pressure and 68.33% of the employees say that the work is equally distributed among the employees. Majority of Employees feel that the work is equally distributed among employees.

## RECOMMENDATIONS

This study is able to pinpoint some grey areas with respect to the factors of Quality of Work Life in both the industries that need special attention. These involve both hygienic and motivational factors such as training and development, human relations, work environment, work schedule and counseling.

## FINDINGS & SUGGESTIONS

Going through the various findings regarding the Quality of Work Life concerted and concrete efforts for enhancement of Quality of Work Life would do a lot to improve the morale and motivation of the employees and as a result there would be improvement in the health of our Indian industry.

- Most of the employees covered under my study are found to be feeling content working with its working conditions.
- Employees are not satisfied when it comes to compensation and Welfare programmes.
- Majority of employees are happy with work culture and they have work satisfaction.
- Employees, however, find it hard to balance their work life and family/ personal matters and also find the work load to be high.

- Most of the respondents feel that there is job security, Proper information flow between departments and they are involved in decision making by the management.

Equal and fair work distribution of work will contribute to the betterment of their work life. The communication flow must be smooth to maintain cordial relations in the organization. It is better to take timely preventive measures that the work would not be overloaded and maintain better Quality of Work Life. The efforts to further improve the work culture in the organization should be continued. The training and development programs can also be more effectively planned and implemented.

## CONCLUSIONS

From the study conducted, following conclusion can be made. Overall satisfaction levels and work culture is really good in most of the hospitals. HR dept is playing an important role for the successful development of the organization. At the same time the practices which are followed by the private hospitals are really good. Quality of Work Life programme has become important in work place for the following reasons:

- Increase anxiety at work
- Loss of long term employee guarantees
- Greater competition for ability

Good quality of Work Life leads to an atmosphere of good impersonal relations and highly motivated employees who strive for their development.

## REFERENCES

1. <http://www.authorstream.com/Presentation/9703234545-1080145-quality-of-work-life/>.
2. [http://en.wikipedia.org/wiki/Quality\\_of\\_working\\_life](http://en.wikipedia.org/wiki/Quality_of_working_life).
3. <http://www.businessdictionary.com/definition/quality-of-worklife.html>.
4. <http://www.chrmglobal.com/Articles/183/1/Quality-of-Work-Life.html>.
5. <http://www.citehr.com/137331-quality-worklife-questionnaire-so-can-anybody-help.html>.
6. John M. Ivancevich: Human resource and personnel management ,TataMc.Graw Hill,2009.
7. K Aswathappa: Human resource and personnel management, Tata McGraw Hil,2009.
8. Lepak: Human resource and personnel management, -Pearson-2009.
9. V.S.P Rao:Human resource and personnel management, excel, 2009.
10. Subbarao: Human resource and personnel management, HPH, 2009.
11. Biswajeet Pattanaya, Human Resource Management, PHI-2201.
12. Decenzo & Robbins – Human Resource Management, Johnwiley 1998
13. Gary Dessler:Human resource and personnel management,10/e, Pearson, 2009.
14. Fisher: Human resource and personnel management, Cengage. 2009.
15. Mirza S Saiyadain - Human Resource Management, TMH-2001.

