

A Study on Quality of Work Life of Employees at Private Hospitals in Chennai

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Abstract: Quality of work life has attracted an ever - increasing interest over the past two decades not only in the areas of health, rehabilitation, disabilities and social services but also in medicine and education. In the hospital sector, doctors and nurses are the most important personnel and they are fully involved in patient care. It is usually viewed as actual working conditions, including employee compensation, facilities, health and safety issues, participation in decision-making, management approach, workplace diversity and flexibility, etc. Quality of work life is a multifaceted concept, implying the concern for the members of the hospitals irrespective of the level they belong to. It covers the employee's perception or feeling above every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships and intrinsic meaning in the person's life. In this study the Quality of work life of the employees in health sector is analysed. The research is completely based on primary data obtained from different types of employees especially from middle level managers and operational level employees working in various health care sectors in Chennai. The study is conducted among 122 respondents working in various departments in Hospitals in Chennai and the factors influencing work life balance are analysed using Percentage analysis, Chi-Square and ANOVA. The results are then discussed for various suggestions.

1. Introduction

Quality of work life (QWL) refers to the favourableness or unfavourableness of a job environment for the people working in an organisation. It also refers to the extent to which members of a work organisation can satisfy their personal needs through their experiences in the organisation. It is a systematic effort made by an organisation to give its employees a greater opportunity to improve the way in which they do their job and the contribution they make to the overall effectiveness of their organisation. To understand the quality of work life of employees in health care sector these are the factors that are taken for this study which include, Adequate and Fair Compensation; Workplace well-being facilities; Opportunity to use and Develop Human Capacity; Superior - Subordinate Relationship; Work and Total Life Space.

2. Objectives Of The Study

- To study the Quality of Work Life of Employees at Private hospitals in Chennai.
- To measure the level of satisfaction among employees working in various departments in hospitals.
- To analyse the relationship between the Quality of work - life and performance of the employees working in hospitals.
- Offer suggestions for improving the Quality of Work Life.

3. Review Of Literature

Srivastava et al. (2019) conducted their study over 240 doctors from different states of India to investigate the role of QWL on job burnout syndrome or job satisfaction using questionnaire and different statistical tools and found positive correlation between QWL and JS, whereas negative correlation was demonstrated between QWL and JS to that of job burnout.

Mayakkannan (2020) conducted his study in city of Chennai with 250 doctors engaged in faculty position at different medical colleges to estimate factors affecting QWL level of said population. The findings of the study include adequate conducive work environment; zero discriminative policy to be deployed irrespective of department, status or gender of the employee. The study also explained that information asymmetry, adequate training for skill development and enough authority to discharge duty efficiently is required for better QWL

Irfana et al. (2021), in their article, Structured Equation Model on Strategic Quality Planning, HR Utilisation, Information Analysis and Hospital Quality Performance aimed to quantify effect of TQM implementation like strategic planning, implementation of analytical study, proper utilization of quality man

power force etc. can bring a change in hospital services and quality patient management. The survey-based study was undertaken at South Punjab region of Pakistan and the target group was middle level managers including doctors, paramedics, administrators of different age and gender cluster.

Maqsood et al. (2021), in their study amongst total 290 of health provider working at ICU and emergency units during covid-pandemic situation under NGHA, Saudi Arabia found that low level of QWL amongst the surveyed group mostly due to demographic factors and non-specified and uncertain job schedule rather than direct pandemic related effect.

Dhingra (2021), studied various effect of a number of factors on WLB of physicians like work hours, paid over time, flexi job schedule, gender biasness etc. with focus on their relationship and moderation effect on subjective happiness.

4. Data Analysis & Interpretation

4.1 Impact of Quality of Work Life among employees in Hospitals

Factors of Quality of Work Life is an important component for an organisation to increase the level of job satisfaction among its employees as Quality of Work – Life (QWL) is a concept that has been linked to job satisfaction. It can also have a significant impact on job satisfaction. When an organization provides a positive work environment that promotes employee well – being, job satisfaction tends to increase. Quality of Work – life focuses on meeting the needs and expectations of the employees, which can lead to greater job satisfaction and motivation. Employees who have high levels of job satisfaction tend to be more committed to their organization and experience less turnover. For this study, association test using Chi-Square is used to check the significant association between Quality of Work-Life and gender of the employees.

Null Hypothesis (H0): There is no significant association between Quality of Work-Life and gender group of employees.

Alternate Hypothesis (H1): There is significant association between Quality of Work-Life and gender group of employees.

To test this, cross tabulation was done using Chi-Square Test. The two categories under Gender for the present study are Male and Female. For determining the quality of work - life the values under the factor “Work and Total Life Space” were computed and the computed values are categorised into ‘Low’, ‘Medium’ and ‘High’. The analysis was done through SPSS Software. The tables and the results are discussed below:

Table 1: showing Descriptive Statistics of Quality of Work-Life and Gender of Employees

QUALITY OF WORK LIFE	GENDER		TOTAL
	MALE	FEMALE	
LOW	15	2	17
MEDIUM	48	28	76
HIGH	25	4	29
TOTAL	88	34	122

Table 2: showing significant association between gender and Quality of work-life of employees

CHI-SQUARE TEST			
	VALUE	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	18.422	10	0.028

Interpretation:

From the above table, it is observed that the P value is 0.028, which is less than 0.05 at 5% level of significance. Thus, it is understood that the Null hypothesis that is there is no significant association between gender and Quality of Work – Life is rejected. Thus, gender of respondents has significant association with Quality of Work-Life.

4.2 Quality Of Work Life And Level Of Performance

The performance of the employees is a critical aspect of the success of any organisation. The Quality of Work –Life factors are increasingly being recognised as important determinants of employee performance. Measuring the level of performance of employees using Quality of Work – Life factors can help organizations identify areas of improvement and implement strategies to enhance Quality of Work – Life that can in turn enhance the performance level of employees. When employees experience high levels of job satisfaction and are in a positive work environment, they tend to be more motivated, engaged and productive. When employers prioritize Quality of Work – Life, employees are more likely to feel supported, satisfied, and engaged in their work. This can lead to improved performance and productivity.

4.3 Quality Of Work Life And Performance Of Employees

To test the significant relationship between Quality of Work Life and performance of employees, the correlation test is done. The computed Quality of Work – Life value is used. The factor ‘Opportunity to Use and Develop Human Capacity’ and the related questions are computed and are used for this correlation test. The hypothesis and the results are discussed below.

Null Hypothesis (H0): There is no significant relationship between Quality of Work-Life and performance of employees.

Alternative Hypothesis (H1): There is a significant relationship between Quality of Work-Life and performance of employees.

Table 3: representing the significant relationship between Quality of work-life and performance of the employees

Variable 1	Variable 2	p Value	Correlation Coefficient
Quality of Work-Life	Performance of the employees	0.000	0.589
Correlation is significant at the 0.01 level (2-tailed)			

The calculated p value is 0.000. From the above table it is inferred that the P value is 0.000, which is less than 0.01, the correlation of the factors is significant at 1% level of significance. From the above table it is clear that,

- There exists a moderate to high relation between Quality of Work-Life and performance of the employees.
- The Quality of Work-Life greatly influences the Performance of the employees.

5. Findings

- It is found that out of 122 respondents, 88 respondents (72%) are male and 34 respondents (27%) are female.
- It is found that out of 122 respondents 26 respondents (21%) of the employees are under the age group 20-25 years, 21 respondents (17%) of the employees are under the age group 25-30 years, 29 respondents (24%) of the employees are under the age group 30-35 years, 16 respondents (13%) of the employees are under the age group 35-40 years and the rest 30 respondents (25%) are under the age group of 40 years and above.
- It is found that out of 122 respondents 57 respondents (47%) of the employees working in the company are Under Graduates, 24 respondents (19%) are Post Graduates, 35 respondents (29%) are Professionals and 6 respondents (5%) come under the other category.
- By using Chi-Square test it is found that the P value is 0.028 which is less than 0.05. Null hypothesis is rejected at 5% level of significance. So, it is inferred that the gender of the respondents has significant association with Quality of Work-Life.
- By using correlation test it is found that the P value is less than 0.01, the correlation is significant at 1% level of significance. It is clear that, there exists a moderate to high relationship between Quality of Work-Life and Performance. Quality of Work-Life greatly influences the Performance of the employees.

6. Suggestions

- Policies that are formed need to be informed to the employees properly to improve their quality of work life.
- Extra facilities like Creche, transportation benefits etc, can be improvised for the betterment of employees.
- The pay-slab of the employees can be increased.
- Improper communication / miscommunication between few departments leads to the poor performance of the employees. Such issues can be taken into consideration and should be solved on a fast note by the top management.
- Employee recognition can be improved that in turn can motivate the employees on a higher note.
- Employee workload may be reduced to improve employee efficiency.
- Open communication with the management can be improved so that the employees can share their opinions to their head effectively without any fear.
- The employees of this organisation feel that the recreational facilities can be improved.

7. Conclusion

The integral part of the management process is managing people at work. The Quality of Work-Life in recent centuries is one of the most important goals of the organisations, and the employees in the entire world. A happy and healthy employee will give better turnover, make good decisions and positively contribute to organisational goals

The findings provided some insights in efforts to improve the Quality of work life. This study also provides valuable information about how employees in organisations view their work environment. Based on the research, it can be concluded that QWL plays an important role in enhancing the job satisfaction and performance of the employees working in the organisation. For the employer, work-life initiatives create positive employer branding, promote being an employer of choice, foster organisational citizenship and support diversity initiatives. For the employee, there is lesser stress, increased happiness, motivation and productivity and a better chance of reaching both personal and career goals satisfactorily. The key role of the management therefore, is to understand the critical issues of the quality of work life and integrate it into the organisation.

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