

Quality of work life in healthcare sector

¹ PB Reddy, ² Dr. A Amrutha Prasad Reddy

¹ Research Scholar (Part Time), Management, Rayalaseema University, Kurnool, Andhra Pradesh, India

² Asst. Professor, Dept. of Business Administration, Yogi Vemana University, Kadapa, Andhra Pradesh, India

Abstract

Quality of Work Life play an important role in every employees life today. The employees of any Gender face stress and strain both at official level and at domestic level. The jobs also have become challenging with long hours, continuous pressure from different stake holders etc. It is in this context measurement of the Quality of Work Life of the employees of any sector assumes significance. Particularly the employees of healthcare sector have no timings and have to assume lot of responsibility. In this paper an attempt is made to present the Quality of Work Life of employees in Healthcare sector.

Keywords: Quality of Work Life, Working Conditions Compensation & benefits

1. Introduction

The quality of work life (QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees. A high quality of work life is essential for organizations to continue, to attract and retain employees. Many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop' and use all his or her capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

2. Research Methodology

2.1 Research Design

This study used a "Cross-Sectional Survey" research designed to identify the work life quality amongst" service sector employees that might influence work commitment, working conditions and satisfaction. Data for this study was collected from a predetermined population.

2.2 Samples of the study

The samples of this study consisted employees working in 4 reputed hospitals in Krishna and Guntur districts of Andhra Pradesh. This district was selected, keeping in mind that it is well endowed with human resources. For the purpose of comparison of perceived Quality of Work Life of employees in select hospitals from Krishna and Guntur Districts. It was decided to collect the necessary information from 200 employees of each 0 total of 400 employees were selected for the final study. These employees were drawn from 4 hospitals according to the number of employees on the roll at the time of the study. A Non-probability, proportionate quota sampling was used for the study.

2.3 Research Instrument

Data for this study was collected using a questionnaire consisting of five sections: Section A (Socio-economic information), Section B (Working conditions), Section C (Compensation and Benefits to employees), Section-D (Human relations among employees), Section E (Work life Balance of employees) and Section F (Employee Empowerment)

2.4 Objectives of the study

The study was undertaken with the following objectives:

- To identify the major factors that influences the Quality of work life of employees
- To compare the Quality of Work Life that prevails in select hospitals in Krishna and Guntur districts.
- To suggest the measures to improve the Quality of Work Life in the two

2.5 Period of the study

The study was conducted for a period of 3 months from November 2014 to January 2015. The respondents were contacted and interviewed in the office premises during their off-duty hours.

2.6 Collection of Data

For collecting the data the respondents were contacted individually and given a brief description about the nature and purpose of the study. For the convenience of the respondents the statements were translated into vernacular language so that the respondents could give their response with ease.

3. Results and Discussion

It is discernible from Table 4.1 that the largest majority of the sample respondents i.e. 45% were 26-30 years which was followed by the age group of 31-35 years (25%).36-40 years (17.5%), below 25 years (12.5%). The above figures indicated that majority of the sample employees were in middle age group who had sufficient experience of working with that organization.

Education-wise it was discernible that the largest majorities of the employees were graduates and post graduated and there was no one who was undergraduates. As far as employees experience was concerned, it was found that the largest majority of the sample employees (65%) had employee experience of more than 8 years indicating that employees had longer attachment with their workplaces.

Regarding the income description of the employees working in the select hospitals in Krishna and Guntur districts, it was discernible that there were no employees who had pay structure less than 10000. 60% of the respondents had salary structure above 25000. 15% of the respondents had salary structure between 15001-20000 and 20001 - 25000. However, 10% of the employees also shared pay scale between 10000-15000.

Table 1: Socio Economic Information of respondents

	Number	Percentage
Age (in Years)		
Below 25	5	12.5
26-30	18	45.0
31-35	10	25.0
36-40	7	17.5
Above 40	0	0.0
Education		
Under Graduate	0	0.0
Graduate	20	50
Post-Graduation	18	45
Technical	2	5
Any Other	0	0
Family Size(No)		
Upto4	32	00
5-6	5	12.5
Above 6	3	7.5
Period of Service (in Years)		
Below 2	4	10.0
2-4	6	15.0
4-6	3	7.5
6-8	1	2.5
Above 8	26	65
Income		
Below 10000	0	0
10001 - 15000	4	10
15001 - 20000	6	15
20001 - 25000	6	15
Above 25000	24	60

Table 2: Quality of work life and Working Conditions

		Mean Value
1	Motivating work environment	3.70
2	Adequate physical working conditions	3.70
3	Good drinking water facility	3.20
4	Good canteen facility	2.70
5	Good Transport Facility	2.90
6	Good Lunch room facility	3.00
7	Satisfied duration for rest	3.10
	Mean	3.18

Above Table-2 describes different factors which should be considered under working conditions quality of work life. It has been rated in 5 rating scale. The scale consist of Complete extent (5), Extent (4), Some Extent (3), Little Extent (2), Nil Extent (1). Mean score of the above factors is 3.18. From above analysis it is inferred that working conditions for the employees are provided to some extent above factors by the employers in both Krishna and Guntur districts.

Table 3: Quality of work life and Compensation & benefits

S. no	II Compensation and Benefits	Mean Value
1	Adequate and fair compensation for work I do	3.8
2	Satisfied with health plan option	3.3
3	Satisfied with life insurance benefit	3.9
4	Satisfied with my retirement plan benefit	3.7
5	Satisfied with the number of vacations, sick and personal days that I receive	4.2
6	Overall, I am satisfied with my paid time off.	3.3
7	Satisfied with my tuition reimbursement option	3.4
8	Organization does a good job of linking rewards to job performance	3.2

Above Table 3 describes different factors which should be considered under compensation and benefits of quality of work life. It has been rated in 5 rating scale. The scale consists of Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). Mean score of the above factors is 3.60. From the above analysis it is inferred that compensation and benefits for the employees are provided at satisfactory in the above factors by the employers in both Krishna and Guntur districts.

Table 4: Quality of work life and Human Relations

S. no	III Human Relations	Mean Value
1	Rate the credibility of the top management	3.7
2	Rate company on treating employee problems fairly	2.6
3	superior encourages and allows working to the best of your ability	3.2
4	your opinion about interpersonal behavior	3.8
5	opinion about mingling with colleagues	4.1
6	fulfilling the expectations of boss opinion on interpersonal relations	4.1
7	Opinion on consolation about matters concerning employees	3.2
8	Opinion on free atmosphere to give suggestions	3.9
9	Co-operation from the subordinates	3.7
10	State the reaction on your friends and relationship	3.4
11	State your dignity and respect of the job	3.6
	Mean Value	3.57

Above Table 4 describes different factors which should be considered under Human Relations of quality of work life. It has been rated in 5 rating scale. The scale consists of Excellent (5), Good (4), Fair (3), Typical (2), and Poor (1). Mean score

of the above factors is 3.57. From the above analysis it is inferred that Human Relations among employees are good in the above factors by the employers in both in Krishna and Guntur districts.

Table 5: Quality of work life and Work Life Balance

IV Work life Balance		Yes	No
1	Do you spend more hours than you would like at work	36	4
2	Do you spend more hours than you would like working at home	12	28
3	Do you find yourself thinking about work instead of focusing on home/pleasure Activities	28	12
4	Have you given up activities you enjoy to work	40	0
5	Do you get enough sleep, exercise and healthy food	28	12
6	Do you spend as much time as you'd like with your loved ones	20	20
7	Do you spend most of your time doing what is most important to you	20	20
8	Are you happy	24	16
9	Are you living your ideal life	24	16
10	Do you take special initiatives to manage your diet	16	24
11	Does your organization provide you with yearly Master health check up	16	24
12	Does your organization encourage the involvement of your family members in work-achievement reward functions	16	24
13	Do you generally feel you are able to balance your work life	36	4

Above Table 4.5 describes different factors which should be considered under Work life balance of quality of work life. It has been analyzed with 2 factor scale. The scale consists of Yes or No. From the above analysis it is inferred that work life

balance of employees are good and most of them are happy in balancing their personal life and professional life issues employers in both in Krishna and Guntur districts.

Table 6: Quality of work life and Employee Empowerment

	V Employee Empowerment	Mean Value
1.	I feel enthusiastic about my work	4.0
2.	I am satisfied with the work that I do	4.3
3.	I work well	4.2
4.	My opinion is asked before changes are made in the way I work	3.5
5.	If I have a problem I can speak directly to management	3.8
6.	I know what my job requires of me	4.1
7.	My work motivates me	4.0
8.	I take initiative at work	4.4
9.	I get bored with my work	2.6
10.	Management is a good example to employees	3.4
11.	People are happy when I do my work well.	4.5
12.	Management tries to solve my work related problems	3.6
13.	I know exactly what I need to do in my work	4.5
14.	I am rewarded for work well done	3.4
15.	Management takes advantage of me	3.3
16.	Management treats me in a just way	3.0
17.	I fear that I may loose my job	3.22
18.	I do more than what is expected of me at work	4.3
19.	My work is routine and not risky	3.5
20.	I know which work I should complete every day	4.2
21.	I can do what is expected of me	4.2
22.	I know my work related responsibilities	4.4
	Mean Score	3.837

Above Table 6 describes different factors which should be considered under Employee empowerment of quality of work life. It has been analyzed with 5 factor scale. The scale consists of Always (5), Often (4), Sometimes (3), Seldom (2) and It does not happen (1). From the above analysis it is inferred that employee empowerment and encouragement to enhance their career development is often good and they give more preference to employee's opinions in both in Krishna and Guntur districts.

3.1 Recommendations to improve the quality of work life of healthcare employees

This study is able to pinpoint some grey areas with respect to the factors of Quality of Work Life that need special attention. These involve both hygienic and motivational factors such as training and development, human relations, work environment, work schedule and counseling. The researchers recommend that the administrators of these industries may take steps to address the problems by enacting the recommendations with suitable modifications that fit their organizations. Some of them are mentioned as under:

- There is a need to provide an opportunity for staff to interact socially with other members of the organization both formally as well as informally
 - Arrangement of get together parties are related activities on various occasions is very much needed to be done by the organization
 - There is a need of robust system in place such as targeted training to strengthen and enhance stress coping strategies for service sector employees.
 - Introducing programmes which assist employees to do their work effectively by counseling support through solving personal problems. This would be effective in assisting them to ensure that good psychological health is maintained.
 - Health promotion, awareness about market updates benefits them to survive in competitive corporate world, motivating them to balance their life conditions and so on.
 - A genuine attempt to improve the whole work environment is needed, which may not only lead to achieve "distress" prevention but also find ways to generate eustress.
 - While recruiting the employees, job previews should happen realisted to potential employees, outlining positive and negative job related information could be given so that individuals can form more accurate expectation from their job.
 - There is also a need to recruit more employees so that the existing employees are relieved from working for extended hours, causing fatigue in them.
3. Karris N, Khurana A. Quality of work life of managers in Indian industry, *Journal of the Indian Academy of Applied Psychology*, JanJul. 1996; 22(12):1926.
 4. Kavoussi N. The Effects of Unsatisfactory Working Condition on the Epidemology of Unauthorised Absenteeism in an old textile factory, *Journal of Human Ecology*. 1978; 7(1):81-87.
 5. Raghvan SP. Workers Participation in BHEL: 1, Vikalpa. 1978, 3(3).
 6. Rice RW. Organizational Work and the Perceived Quality of Life towards a Conceptual Model, *Academy of Management Review*, April, Col. 1985; 10(2):296-310.
 7. Ritti RR. Underemployment of Engineers, *Industrial Relations*. 1970; 9(4):437452.
 8. Singh JP. QWL Experiments in India; *Trials and Triumphs*, Abhigyan, (Fall). 1983.
 9. Sirota D. Production and Service Personnel and Job Enrichment, *Work Study*. 1973; 22(1)915.
 10. Trist EL. T41eEvolution of Socio Technical Systems, *Issues and Quality of Working life*, Occasional Papers. 1981, 2.
 11. Walton R. Quality of Work life Indicators- Prospects anti Problems- A Portigal Measuring the Quality of working life, *Ottawa*. 1973, 57-70.

4. Conclusion

This study provided an in-depth look into the working lives of employees in select hospitals in Krishna and Guntur districts in AP. It helped to illuminate some of the stressor associated with working in a fast paced, constantly changing environment where world demands and time pressures are ever present. The study also demonstrated that quality of work life should not only be researched in terms of initiatives designed to improve work life for employees. Rather, there are potentially many factors that can impact quality of work life for service sector employees, including the challenges they are faced with during the work day and the condition in which they work. Quality of work life initiatives however. Can provide certain positive experiences for staff, especially when they promote the opportunity to socialize and build connections with coworkers and help to fulfill employee needs for humour, and balance. Hence such initiatives should be taken at regular intervals. Positive influences on quality of work life, which can be provided through quality of work life initiatives, can leave staff feeling more confident and encouraged about the service they provide to the commuters. Relevant to the association between quality of work life and quality of service is the idea that professionalism leads to the employees itself. Commitment to professionalism can transcend the detrimental forces that impact both quality of work life and quality of service.

5. References

1. Allenspach H. Flexible Working Hours, Geneva, International Labour Office. 1975, 64.
2. Bhatia SK, Valecha GK. Review of Research Findings on Absenteeism, *Indian Journal of Industrial Relations*, October. 1981; 17(2):1234.