

Impact of Quality of Work Life on Work Outcome of Employees of public and private Hospitals in Hyderabad*

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Abstract:

The changing business environment have triggered an organizational change in response to the increased pressures to improve favorable work outcomes by adopting best management practices such as quality of work life measures. As the composition of workforce continues to change, organizations focusing on quality of work life of employees are expected to gain leverage in hiring and retaining valuable employees. It is also evident that employees with reasonable workload, autonomy, work culture, job security factors that influencing QWL and this would lead to favorable work outcomes.

These aspects of QWL have a significant impact on various work outcomes like job satisfaction, job performance, organizational commitment and organizational goal achievement. The purpose of this study is to explore the various aspects of QWL and its impact on work outcomes by improving health care Hospitals performance goal achievement. The study was descriptive and explorative in nature with combination of qualitative and quantitative study was conducted in health care Public and private Hospitals in Hyderabad with a sample of 500 employees working in various Public and private Hospitals.

Human resource plays an important role in the success of any organization, because most of the problems in organizations are human and social rather than physical or technical. Therefore, management of human resource assumes importance. Providing a Quality of Work Life (QWL) to employees is one of the important aspects of organisations to manage the human resources effectively and efficiently. A good quality of work life not only attracts new talent but also retain the existing talent.

Key words: Employee Out comes, Productivity, Quality of work life, Performance management

Introduction:

Quality of Work Life involves job security, good working conditions, adequate and fair compensation and equal employment opportunity all together. Quality of Work Life aims to meet the twin goals of enhanced effectiveness of organization and improved quality of life at workplace for employees. It is the environment where the employees feel a comfortable and enjoyable work life. It is a way of thinking about people, work and organization, creates a sense of fulfillment in the minds of the employees, and contributes

toward greater job satisfaction, improving work performance, adoptability and overall effectiveness of an organization. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs. The present study analyses the factors that influencing Quality of Work Life and examines the impact of QWL on Work Outcomes of employees working in Automobile Public and private Hospitals in Hyderabad.

FORMULATION OF PROBLEM

Human Resource is an important factor of production but behaviour and productivity of employees cannot be predicted. As such, management of human resource is a complex process. However, productivity can be improved considerably through proper management of human resources. This could play a significant role in developing countries like India. The changing needs of employees, their culture, values aspirations and work environment give birth to new sub-systems of human resource management, such new sub-system is Quality of Work Life (QWL). It covers many aspects of employee's work life such as monetary benefits, physical working conditions, social and career aspects. It has its initial roots in scientific management.

It is also evident that employees with reasonable workload, autonomy, workers support, job security, etc. are some of the factors that influencing QWL and this would lead to favourable work outcomes. These aspects of QWL have a significant impact on various work outcomes like job satisfaction, job performance, organizational commitment, etc. Organizations should also give sufficient attention to workers' physical and mental health. In fact, employee relationship can increase satisfaction and related outcomes of the employees. So transforming the workplace proactively using a combination of well-designed Quality of Work Life initiatives for the employees will yield competitive advantage, as it will increase employee job satisfaction. This in turn will motivate the employees to perform in superior way, leading the organizations and their stakeholders to a better future by yielding the expected outcome. The success of any organization depends upon its employee's work outcomes. There are several methods and techniques for improving employee's work outcomes. One among them is the Quality in working life provided to the employees by the organization. In an environment of mutual respect and clearly defined goals, both improvements in life at work and greater productivity may be realized. By mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks, carefully and fairly managing employees' work outcomes and payoffs, QWL will benefit both employees and management of the organizations. This study is an attempt to analyse the perception of employees towards Quality of Work Life and its impact on their work out comes in health care Public and private Hospitals.

Objectives

1. The objectives of this study are to analyze the important aspects of Safe and Healthy Work Condition, Job Characteristics, Pay and Benefits, Opportunity for Development and Motivation) of Quality of Work Life of employees.
2. The study also analyzes the impact of Quality of Work Life on Work Outcomes such as Work Performance, Job Satisfaction and Organizational Commitment of employees working in health care Public and private Hospitals.

SIGNIFICANCE OF THE STUDY

QWL is a comprehensive programme that designated to improve employees' work outcomes. It is a way of thinking about people, work and organization, creates a sense of fulfillment in the minds of the employees, and contributes toward greater job satisfaction, improving productivity, adoptability and overall effectiveness of an organization. Quality of Work Life is basically the Quality of life that an employee experiences at his work place. Unless good Quality of Work Life is provided to an employee, he cannot be motivated towards work. Quality of Work Life covers all aspects of employee's work life like economic, social, psychological and organizational.

The study of QWL and its relationship with work outcomes has received international recognition worldwide because of the cost of unproductive and dissatisfied employees. This research is also significant in helping health care Public and private Hospitals to improve the present level of Quality of Work Life of employees in order to get positive and favourable work outcomes. This study will provide guidance and be helpful for management of organizations within the health care sector.

QUALITY OF WORK LIFE

Work life is a set of phenomena and attributes emerging in the interaction of a person and an environment in a formal organization. Work life as a complex of phenomena is affected mainly by the work place, which a person has in the organization. QWL level is the degree to which the complex of QWL characteristics fulfills the stipulated needs (Sojka 2007). The term quality of work life was first introduced at the International Labour Conference in 1972, but recently gained attention after the United Auto Workers and General Motors took the initiative to get the job enrichment and wider opportunities for self-development in order to encourage employees to further develop itself (Arifin, 2012). Measurement of quality of work life will have an impact on increasing the positive attitude of employees towards their work and to the company, increase productivity and intrinsic motivation of employees, increase the effectiveness of the company and the company competitive in the face of global business (Tjahyanti, 2013).

WORK OUTCOMES

Work Outcomes refers to as the results or impact of activities of an individual over a given period. Managing employee's performance is necessary for achieving goals that an organization has for itself. Better performance of each employee creates immense outcomes, which mainly include congruence among employees, quality production and commitment at work place. Outcomes are the result of an individual's performance. Many researches show that QWL has strong influence on the various work outcomes of employees across the various industries. In this study, the following Work Outcomes due to Quality of Work Life are analysed:

WORK PERFORMANCE

Work performance is an individual output in terms of quality and quantity expected from every employee in a particular job. Individual performance is most of the time determined by motivation and the will and ability to do the work. Work performance of an employee is the sum of all the work related activities expected of an employee and how well those activities are being executed. It has been indicated that when employee feels happy about work related tasks then their performance is increased and they execute tasks in better way. Performance is the outcome of work in an efficient way with considerable obligation for organization without interrupting any law and organizational goals.

JOB SATISFACTION

Job satisfaction is considered an important concept to study, as it is relevant both to the humanitarian perspective and to utilitarian perspective. The humanitarian perspective revolves around the premise that level of employee satisfaction refers to the extent that employees are being treated fairly and appropriately in the organization. The utilitarian perspective suggests that employee satisfaction can lead to behaviours that influence the functioning of the organization. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job.

ORGANIZATIONAL COMMITMENT

The organizational commitment is the emotional bond or attachment between the employees and their organizations. It is the relative strength of an individual's identification with and involvement in a particular organization. Sheldon (1971) defines Organisational Commitment as an attitude or an orientation towards the organisations, which links or attracts the identity of the person to the organisations. Salancik (1977) defines Organisational Commitment as "a state of being in which an individual becomes bound by actions to beliefs that sustains activities and involvement".

Data Analysis:

Quality of work life in Health care hospitals in Hyderabad: Strategic aspects

Work Culture	Administrative Service support	Information support	Strategic goals
1. Good work environment 2. Relationship management 3. Accurate information 4. Knowledge management 5. Training and Development	1. Administrative support on system 2. Stability of system 3. Ease of transaction process	1. Availability of hyperlink on website 2. Custom search function 3. Best health care practices	1. Understanding goals and vision 2. Relevant information on website 3. Profitability achievement 4. Performance Management

Table: 1 Quality of work life and strategic goal achievements

Column1	Column2	Column3	Column4	Column5
	Components			
	1	2	3	4
Customer relationship management	0.976			
product return facility	0.871			
Accuracy of information on the website	0.765			
Complaint redressal system	0.65			
After sales service	0.642			
Administrative support on the website		0.901		
Stability of the system/Website		0.85		
Ease of transaction process			0.856	
Availability of hyper links for product review			0.789	
Customized search function availability			0.715	
Offer best health care services			0.583	
Simplicity of the user interface				0.845
Availability of automated transaction facilities				0.648
Relevance of information on the website				0.542
Developing best information system				0.519
Developing health care infrastructure				0.783

Hypothesis Tests

Before finding the method to be used for hypothesis, the normality of data was checked. The goodness of test was performed on all these 4 measures. The appendix has normal probability plots. Based on chi square and p value it can be safely assumed that data is normal. Parametric statistical techniques can be used. To test this primary research hypothesis, a regression analysis was performed, using employee satisfaction as the dependent variable and the four proposed factors of work culture, knowledge management and information support as the independent variables.

Table: 2 Profitability factors:

Correlation analysis

		Work culture	Knowledge management	Administrative Info support	Strategic goals
Cust_support	Pearson correlation	0.9	0.405	0.415	0.729
	Sig (2 tailed)	0	0	0	0
	N	86	86	86	86
Sys_support	Pearson correlation	0.405	0.9	0.448	0.542
	Sig (2 tailed)	0	0	0	0
	N	86	86	86	86
Info support	Pearson correlation	0.418	1.1	0.449	0.535
	Sig (2 tailed)	0	0	0	0
	N	86	86	86	86
Service agility	Pearson correlation	0.425	0.399	0.366	0.659
	Sig (2 tailed)	0	0	0	0
	N	86	86	86	86
Cust_satisfaction	Pearson correlation	0.733	0.54	0.65	1.2
	Sig (2 tailed)	0	0	0	0
	N	86	86	86	86

The correlation matrix Table2 shows correlations between each variable in the proposed model. Multicollinearity is present in the model in small amount; therefore chances are there some of the variable may prove to be significant in further hypothesis testing. The ANOVA table the f-statistics for this test is 78.281 with significance value of 0.000. therefore there is a significant relationship between factors of work culture, knowledge management and information support

Table:3 Quality of work life: Regression analysis

Fig:3 Regress

				Model summary							
Model	R	R square	Adjusted R square	Std. Error of the estimate	Change statistics						
					R square change	F change	df1	df2	sig. F change	Durbin - Watson	
1	0.888	0.788	0.778	0.3322	0.788	78.281	4	4	84	0	2.001

Model	sum of square	df	ANOVA	mean square	F	Sign
Regression	34.551	3.98		8.634	78.278	0
Residual	9.266	83		0.11		
Total	43.818	86				

Quality of work life has a significant effect on productivity factor with relation to factors of work culture, knowledge management and information support. The t-value for system support is 10.18 (figure-3) significant at 0.0002. therefore it can be concluded customer support is statistically significant and it can be included in regression model the secondary hypothesis 1 is accepted.

Findings and Recommendations:

In today's competitive world, employees are considered as the most important assets of the organization. An assured good quality of work life not only attracts young and new talent but also retain the existing experienced talent. The study indicated that increase in quality of work life results in increase in positive work outcomes.

The results of the study showed that the perception on the Motivation and Opportunities for Development has lesser impact on Quality of Work Life. Therefore, the management of health care Public and private Hospitals should motivate their employees by providing monetary and non-monetary benefits. They should understand what motivates the workers i.e. understand their desires; it may be possible to develop a system that increases employee motivation and morale at the same time.

The management must encourage employees through significant reward and recognition system to put their constructive and value added suggestions so that the employees will be more committed towards the organizational objectives. They should appreciate the workers performance because people want to feel that the company that they work for appreciates the job they are doing and their accomplishments and contributions towards growing that business.

Increase the training programmes for the development of their employees. They have to provide more growth opportunities to their workers. The results of the study showed that Health and Safety Work Condition has more influence on the QWL than others. Therefore, the Company should focus on workers' Health, Safety and Welfare by providing the necessities such as quality food and hygienic sanitary equipments which will give to the workers psychologically, emotionally and physically fit enough to work.

Based on the analysis, it is concluded that Safe & Healthy Work Condition, Job characteristics, Pay and Benefits, Opportunity for Development and Motivation influence the Quality of Work Life and QWL has impact on Work Performance, Job Satisfaction and Organizational Commitment.

Out of five aspects, Safe & Healthy Work Condition has more strongly influence the QWL than others. Out of three work outcomes, QWL has more impact on Job Satisfaction than others. The result of this study has verified the previous finding that employees established positive work outcomes when they have quality of work life. Based upon an understanding of employees' various needs and their QWL experiences, management can identify the strategic gap (if any) in the organization and can take further necessary actions to improve the QWL of employees. This may be helpful for an organization to be successful and to achieve organizational objectives since employees' QWL experiences are directly related with a variety of desirable work and organizational outcomes.

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