



**A DETAILED STUDY ON QUALITY OF WORK LIFE IN MEDICAL INSTITUTIONS
IN DELHI**

Dr Ashar Imam, Lecturer

Hamdard Institute of Medical Science and Research, New Delhi

ABSTRACT

Quality of Work Life is a relatively new concept which is defined as the overall quality of an individual's working life. QWL refers to the overall quality of an individual's life at workplace. Quality of life measured through compensation, healthy-environment, socio-psychological relationships among peers, recreational facilities provided by employer, personal attachment among stakeholders, participative decision making environment, collective decision making make joy quite joyful. Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for the people working in an organisation. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change. The traditional management gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

In the modern scenario, QWL has become a buzzword of the modern time. The contribution of Maslow, Herzberg and McGregor in improving QWL cannot be undermined. The QWL has now come to be known as humanization of work. The basic idea of this concept is to treat employees as a human being. Almost all large scale concerns are trying to make the work environment more humane.

Key Words: Quality of work life, job environment, work environment, compensation, employer, efficiency.

INTRODUCTION

Quality of Working Life (QWL) describes a person's broader employment-related experience. Various authors and researchers have proposed models of quality of working life – also referred to as quality of work life – which include a wide range of factors, sometimes classified as "motivator factors" which if present can make the job experience a positive one, and "hygiene factors" which if lacking are more associated with dissatisfaction. A number of rating scales have been developed aiming to measure overall quality of working life or certain aspects thereof. Some publications have drawn attention to the importance of QWL for both employees and employers, and also for national economic performance.

The QWL as “a process of joint decision making, collaboration and building mutual respect between management and employees”; it is concerned with increasing labor management co-operation to solve the problems, improving organizational performance and employee satisfaction.

FACTORS AFFECTING QUALITY OF WORK LIFE (QWL):

A) Fair Compensation And Job Security:

The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL. Job satisfaction is the favorableness or unfavorableness with which employees view their work.

B) Health Is Wealth:

Organizations should realize that their true wealth lies in their employees and so providing a healthy work environment for employees should be their primary objective.

C) Provide Personal And Career Growth Opportunities:

An organization should provide employees with opportunities for personal/professional development and growth and to prepare them to accept responsibilities at higher levels.

D) Participative Management Style And Recognition:

Flat organizational structures help organizations facilitate employee participation. A participative management style improves the quality of work life.

E) Rewards Satisfaction and Performance:

A basic issue is whether satisfaction leads to better performance, or whether better performance leads to satisfaction.

F) Motivation:

Motivation is a complex subject. It involves the unique feelings, thoughts and past experiences of each of us as we share a variety of relationships within and outside organizations.

G) Work Life Balance:

The Work – Life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain.

MEASURES TO IMPROVE QUALITY OF WORK LIFE (QWL):

A) QWL through Employee Involvement (EI):

One of the most common methods used to create QWL is employee involvement. *Employee involvement* (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organization.

B) Quality Circles:

Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems.

C) Socio-Technical Systems:

Another intervention to improve QWL is the use of socio-technical systems. Socio-technical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs.

D) Autonomous Work Group:

A more common, still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors.

NEED FOR THE STUDY:

The organizational ability directly depends on the employee satisfaction and quality of work life. Most of the employees feel boredom, dissatisfaction, frustration due to bad and unhealthy environment in workplace. Quality of work life helps to enhance productivity and stability of the workforce. Managers always seek solutions to reduce job dissatisfaction at all levels in the organization. It is the quality of relationship between employees and total working environment. Quality of work life includes compensation and rewards, job security, job specification, health and safety, motivation, work life balance etc. Thus it becomes a multi dimensional aspect.

SCOPE OF THE STUDY:

The scope of the study is restricted to only medical Institutes in Delhi. The study is based purely on primary data. A sample of 500 taken for the analysis. The employees were stratified into a number of subpopulation or strata and sample items (employees) were selected from each stratum on the basis of simple random sampling.

METHODOLOGY OF THE STUDY

Methodology is a way to systematically solve the research problem. It tells how research is done scientifically.

OBJECTIVES OF THE STUDY

The basic objective of the study is to understand the impact of quality of work life on employee performance. The sub-objectives of the study are:

1. To know the association between organizational culture and quality of work life.
2. To analyze the factors affecting quality of work life.

3. To measure the job satisfaction levels with respect to quality of work life.
4. To suggest suitable measures to improve the quality of work life.

HYPOTHESES

The following are the testable hypotheses

H0: There is no association between Work environment and the Employee Performance

DATA COLLECTION METHOD

Both the Primary and Secondary data collection method were used in the study. The structured questionnaire with both open ended and closed ended questions used for the data collection.

REVIEW OF LITERATURE

As per Jeyaratham and Malarvizhi (2011), an increase in quality of work life results in increase in productivity and dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relation, poor working condition, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job etc..

Amita Gupta and Priyanka Chaudhary (2012), the study reveals that the factor determining the dissatisfaction with the QWL in that organization were Lack of Income & fair Compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth etc

Bhubaneswar, Sugunya and Vishnu Priya (2013) , the findings of their study reveals that nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programmes ,health, safety & welfare measure etc. depends on Quality of work life.

Pallavi, Kulkarni (2013) discussed the role of training and development in different aspects and its relation with the employee's quality of work life. Based on the reviews it was concluded the training moulds the employee's attitude and helps them to achieve a better co-operation within the organization. Training and development program improve the quality of work life by creating an employee supportive workplace.

Prethi Vijaimadhavan and. Venkataraman Raju (2016), the results shows that employee relationship is positively correlated to all the factors of quality of work life.

From the above studies it is clear that the Quality of work life depends on various factors like job security, training, awards and recognition, safe and healthy work environment, salary, adequate and fair compensation etc. All the studies conclude that staff morale and job satisfaction leads to high Quality of work life essential for organization to continue to attract and retain employees.

CHI-SQUARE ANALYSIS:

Work environment and employee performance:

H0: There is no association between Work environment and the Employee Performance

	Employee performance			
Work Environment	High	Moderate	Low	Total
Healthy	220	110	30	360
Unhealthy	60	30	50	140
	280	140	80	500

Observed(O)	Expected(E)	O-E	(O-E) ²	(O-E) ² /E
220	201.6	18.4	338.56	1.67
110	100.8	9.2	84.64	0.83
30	57.6	-27.6	761.76	13.22
60	78.4	-18.4	338.56	4.31
30	39.2	-9.2	84.64	2.15
50	22.4	27.6	761.76	34.0

t= 82.18

Result:

Here, the calculated Chi-Square value **82.18** is greater than the critical value for 2 d.f. at 5% level of significance is **5.99**. Hence, we reject the null hypothesis. We conclude that work environment and employee performance are dependent on each other. A healthy environment in medical institute leads to improve the quality of work life.

CONCLUSION

Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL refers to the overall quality of an individual's life at workplace. Quality of life measured through compensation, healthy-environment, socio-psychological relationships among peers, recreational facilities provided by employer, personal attachment among stakeholders, participative decision making environment, collective decision making make joy quite joyful. In the current scenario many of upcoming employees not very-much interested in work life conditions in employment organization rather compensation, the trend continued even in public sector and government organizations also. At the same time apex controlling bodies of various organizations also made note of these points in their corporate governance aspects and felt QWL is one of the ethical aspect as Corporate Governance (CG).

Many of the top level employees out of their own interest they are visiting all places possible to understand the problems faced by the employees of the organization at various work locations including shop-floor, canteens, recreational aspects, administrative procedures, promotional policies, compensation aspects, fringe benefits and other social security issues and family welfare schemes aimed to retention of employees to further build loyalty and morale. The role empathy of top-level executives is highly appreciable. There are many noteworthy points came to notice of the researcher during their personal interviews with various levels of employees both at work place and also at other places. Some of them may not be fair to discuss in the paper which will qualify the organization but which can be put forth before management to address. Some of them are mainly related to women employees regarding their amenities.

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