



A STUDY ON QUALITY OF WORKLIFE OF EMPLOYEES

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ABSTRACT :

The Quality of work life project at Apollo Children Hospital aims to evaluate and enhance the professional experience of its employees. Through comprehensive assessments of factors like job satisfaction, work- life balance, and organizational culture, the project seeks to improve employee engagement, well being and productivity. By addressing key areas identified through the project, Apollo hospital aims to create a supportive work environment that promotes employee satisfaction, retention and ultimately, better patient care. Quality of Worklife is the existence of a certain set of organizational conditions or practices. This definition frequently argues that a high quality of work life exists when democratic management practices are used, employee's jobs are enriched, employees are treated with dignity and safe working conditions exist. Quality of work life is the quality of relationship between employees and total work environment, concern for the impact of work on individuals as well as on organizational effectiveness and the idea of participation in organizational problem solving and decision making. The success of every organization is highly dependent on the utilization of organizational goals. To achieve organizational goal, individual goals have to be satisfied, in that Quality of work- life directly contributes to the utilization, development and achievement of organization and human resource goals. Quality of Work Life of the employees in an organization is the work environment. It is the responsibility of the management to provide a work environment, which conducive to good performance. To prevent such possibility from arising, the management should provide a good working environment where employees can work without stress, where necessary information for accomplishing task is made available adequate and fair compensation is given in the work place is safe, healthy and the supervisors motivates the employees.

INTRODUCTION :

Quality of work life is necessary for an organization to attract and to retain skilled and talented employees. It is a progressive indicator relating to the sustainability of business concern. An organization provides a better QWL than it develops the healthy working environment as well as satisfied employees. High Quality of work life can give a result in better organizational performance, effectiveness innovativeness etc. It states the individual employee's freedom to design his job functions to meet his personal needs and interest. Quality of work life is the corroboration between the employees and their organization. It improves the family life as well as work life of the individual.

DEFINITION:

Richard and J. Joy define Quality of Work Life means "the degree to much the members of the working organization are able to satisfy important personnel needs through their experience in the organization."

INDUSTRIAL BACKGROUND

The human resources field began to take shape in 19th century Europe. It was built on a simple idea by Robert Owen (1771–1858) and Charles Babbage (1791-1871) during the industrial revolution. These men concluded that people were crucial to the success of an organization. They expressed the thought that well-being of employees led to perfect work; without healthy workers, the organization would not survive. HR emerged as a specific field in the early 20th century, influenced by Frederick Winslow Taylor (1856–1915). Taylor explored what he termed "scientific management" (sometimes referred to as "Taylorism"), striving to improve economic efficiency in manufacturing jobs. He eventually focused on one of the principal inputs into the manufacturing process labour sparking inquiry into workforce productivity.

Human resource management (HRM or HR) is the strategic and coherent approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objective. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and employee benefits systems. HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws.

The overall purpose of human resources (HR) is to ensure that the organization can achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, selecting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as in cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labour relations representatives working with unionized employees.

REVIEW OF LITERATURE

- Sandra Jones (2023): Jones' review, "Enhancing Quality of Work Life: Insights from Organizational Psychology," focused on the psychological aspects of QWL and their implications for organizational behavior. She explored concepts such as job design, employee motivation, and leadership styles in relation to QWL.
- Emily Chen (2023): Chen's review, "Trends and Innovations in Quality of Work Life Research," provided insights into emerging trends and innovative practices in the field of QWL. She discussed the role of technology in shaping work environments, enabling remote work arrangements, and the growing emphasis on employee mental health and emotional well-being.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- To study the quality of work life of employees.

SECONDARY OBJECTIVE:

- To find the employees relationship at workplace.
- To find the level of stress at workplace.
- To find the career development opportunities in the organization.
- To find out the wellness and satisfaction level of employees.

HYPOTHESIS OF THE STUDY

I. To find out an association between gender and their opinion on flexibility in working hours.

NULL HYPOTHESIS (H0) - There is no significant relationship between gender and their opinion on flexibility in working hours.

ALTERNATIVE HYPOTHESIS (H1) – There is an significant relationship between gender and their opinion on flexibility in working hours.

II. To test whether there is correlation between learning opportunities and career development support by the organization.

NULL HYPOTHESIS HYPOTHESIS (H1)- There is a significant positive / negative correlation between learning and career development opportunity in the organization. (H0) – There is no significant correlation between learning and career development opportunity in the organization.

ALTERNATIVE

SOURCES OF DATA

(a) Primary data:

Questionnaire was prepared and given to 103 employees.

(b) Secondary data:

Secondary sources consist of not only published records and reports, but also unpublished records. The secondary data for the study was collected from books, journals and company websites.

STATISTICAL TOOLS FOR ANALYSIS

(I) **CHI-SQUARE:** The chi-square test is used to analyze categorical data and determine whether there is a significant association between two categorical variables. It is commonly used to test for independence in contingency tables and to compare observed frequencies with expected frequencies.

(II) CORRELATION: Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

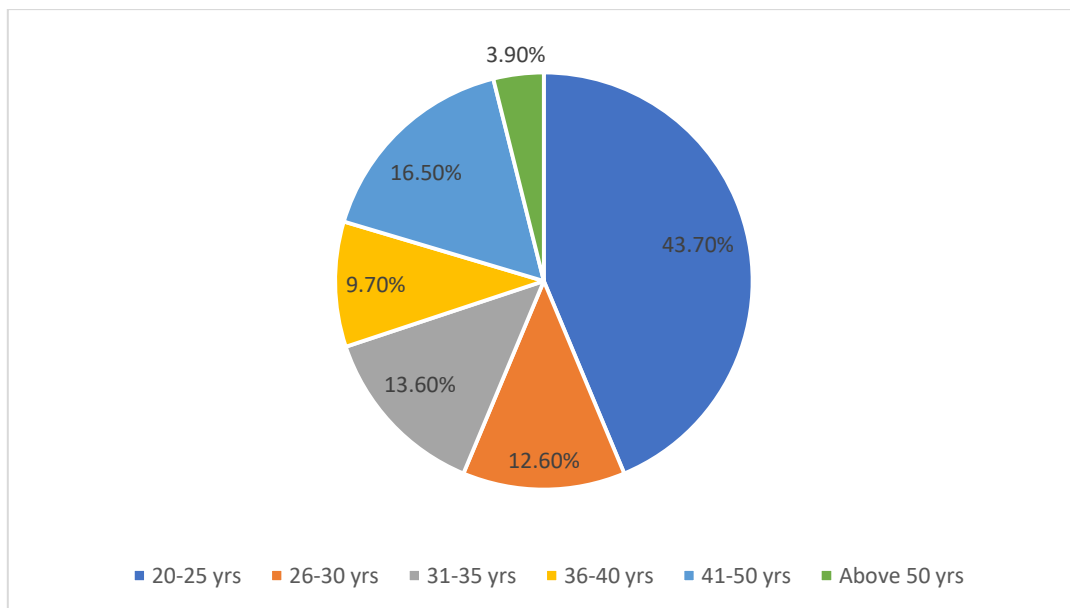
AIM: To test whether, there is correlation between opportunity for career development and learning opportunities provided in the organization.

ANALYSIS AND INTERPRETATION OF DATA

TABLE NO : 1
AGE OF RESPONDENTS

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
20-25 yrs	45	43.7%
26-30 yrs	13	12.6%
31-35 yrs	14	13.6%
36-40 yrs	10	9.7%
41-50 yrs	17	16.5%
Above 50 yrs	4	3.9%
Total	103	100%

PIE CHART : 1
AGE OF RESPONDENTS



INTERPRETATION:

The above table and pie chart shows that 43.70% of employees age is 20-25 years, 12.60% of employees age is 26-30 years, 13.60% of employees age is 31-35 years, 9.70% of employees age is 36-40 years, 16.50% of employees age is 41-50 years and 3.90% of employees age is above 50 years.

INFERENCE: The majority of respondents fall between the ages of 20 and 25, comprising 43.7% of the total.

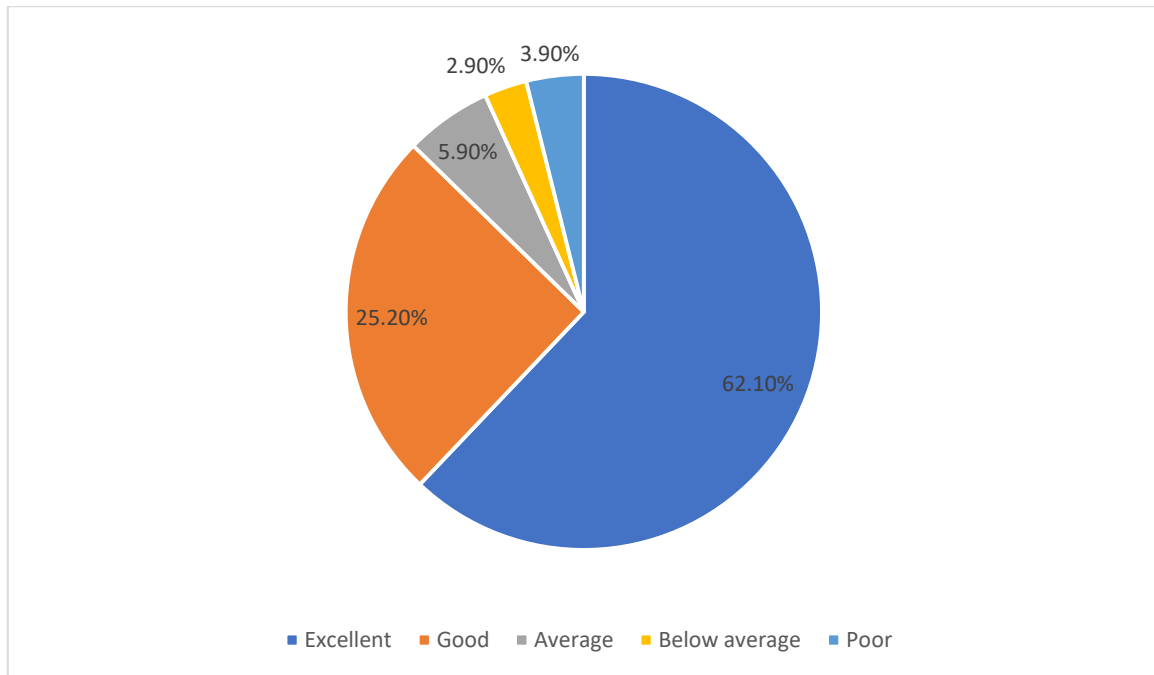
TABLE : 2
LEARNING OPPORTUNITIES

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Excellent	64	62.1%
Good	26	25.2%
Average	6	5.9%
Below average	3	2.9%
Poor	4	3.9%

Total	103	100%
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PIE CHART : 2

LEARNING OPPORTUNITIES



INTERPRETATION :

The above table and pie chart shows the learning opportunities, were 62.1% of employees says excellent, 25.2% of employees says good, 5.9% of employees says average, 2.9% of employees says below average and 3.9% of employees says poor.

INFERENCE: The majority of respondents, accounting for 62.1%, responded affirmatively to learning opportunities.

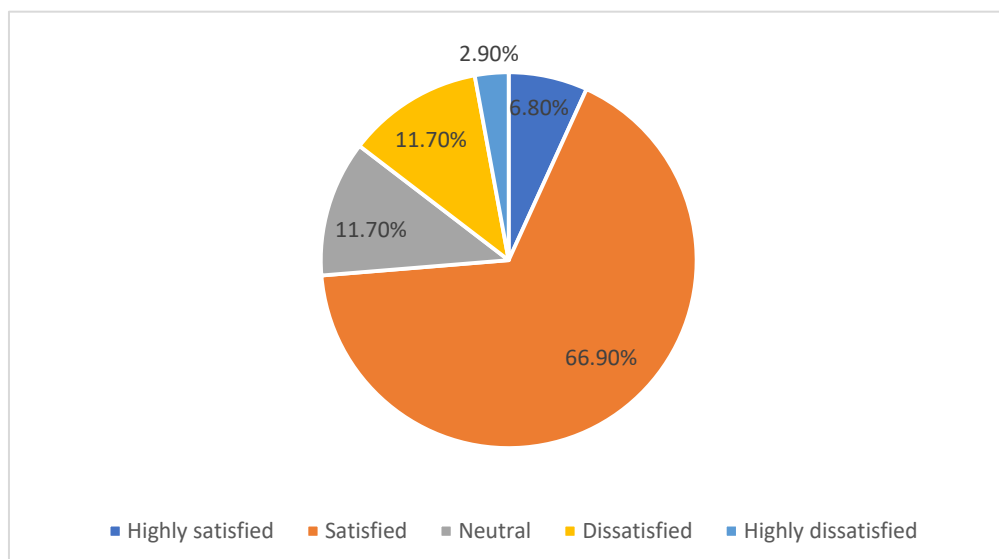
TABLE : 3

FLEXIBILITY IN WORKING HOURS

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Highly satisfied	7	6.8%
Satisfied	69	66.9%
Neutral	12	11.7%
Dissatisfied	12	11.7%
Highly dissatisfied	3	2.9%
Total	103	100%

PIE CHART : 3

FLEXIBILITY IN WORKING HOURS



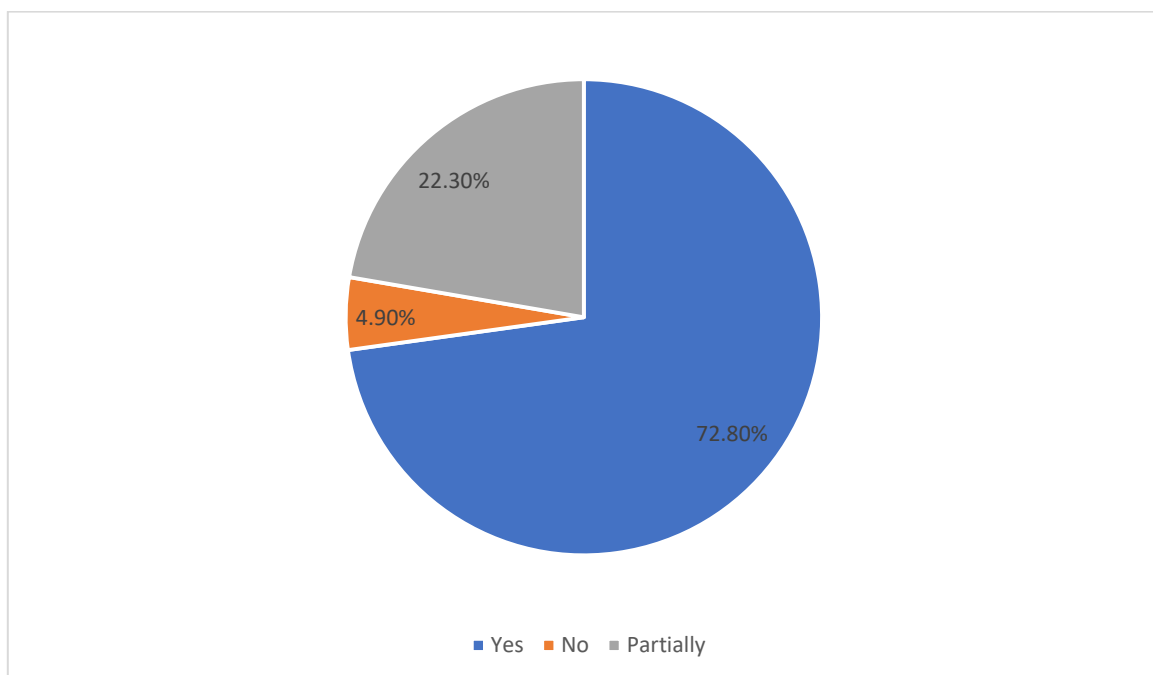
INTERPRETATION:

The above table and pie chart shows the satisfaction level of employees in flexibility in working , were 6.8% of employees are highly satisfied, 66.9% of employees are satisfied, 11.7% of employees are neutral, 11.7% of employees are dissatisfied and 2.9% of employees are highly dissatisfied.

INFERENCE: The majority of respondents, totaling 66.9%, expressed satisfaction with the flexibility in working hours.

TABLE : 4**SUPPORT AND GUIDANCE FOR CAREER DEVELOPMENT**

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Yes	75	72.8%
No	5	4.9%
Partially	23	22.3%
Total	103	100%

PIE CHART : 4**SUPPORT AND GUIDANCE FOR CAREER DEVELOPMENT****INTERPRETATION :**

The above table and pie chart shows the support and guidance for career development provided by organization were 72.8% of employees says yes, 4.9% of employees says no and 22.3% of employee partially accepts.

INFERENCE: The majority of respondents, totaling 72.8%, indicated that they receive support and guidance for career development.

CHI-SQUARE**STEP 1:**

CHI – SQUARE: The chi-square test is used to analyse categorical data and determine whether there is a significant association between two categorical variables. It is commonly used to test for independence in contingency tables and to compare observed frequencies with expected frequencies.

AIM: To test whether ,there is significant relationship between gender of the respondents and flexibility in working hours of employees.

NULL HYPOTHESIS (H0): There is no significant relationship between gender of respondents and flexibility in working hours of employees.

ALTERNATIVE HYPOTHESIS (H1): There is a significant relationship between gender of respondents and flexibility in working hours of employees.

STEP 2:

PARTICULARS	MALE	FEMALE	TOTAL
Highly satisfied	3	4	7
Satisfied	33	36	69
Neutral	1	11	12

Dissatisfied	4	8	12
Highly dissatisfied	1	2	3
TOTAL	42	61	103

STEP 3:

O	E	O – E	(O – E) ²	(O – E) ² /E
3	2.85	0.15	0.0225	0.007
33	28.13	4.87	23.7169	0.843
1	4.89	-3.89	15.1321	3.094
4	4.89	-0.89	0.7921	0.161
1	1.22	-0.22	0.0484	0.039
4	4.14	-0.14	0.0196	0.022
36	40.86	-4.86	23.6196	0.578
11	7.10	3.9	15.21	2.142
8	7.10	0.9	0.81	0.114
2	1.77	0.23	0.0529	0.029
CALCULATED VALUE:				7.029

CALCULATED VALUE: 7.029

STEP 4:

DEGREE OF FREEDOM

$$d.f = (r-1)(c-1)$$

$$= (5-1)(2-1)$$

$$= 4 * 1$$

$$= 4$$

Level of significance = 0.5

Table value = 9.488

STEP 5:

INFERENCE: Therefore, calculated value is 7.029 is less than the table value 9.488. So, accept H₀.

Hence proved that there is no significant relationship between gender of respondents and flexibility in working hours of employees.

CORRELATION**STEP 1:**

CORRELATION: Correlation Analysis is statistical method that is used to discover if there is a relationship between two variables/datasets, and how strong that relationship may be.

AIM: To test whether, there is correlation between opportunity for career development and learning opportunities provided in the organization.

NULL HYPOTHESIS (H₀) – There is no significant correlation between learning and career development opportunity in the organization.

ALTERNATIVE HYPOTHESIS (H₁)- There is a significant positive / negative correlation between learning and career development opportunity in the organization.

KARL PEARSON COEFFICIENT: Karl Pearson's coefficient of correlation is an extensively used mathematical method in which the numerical representation is applied to measure the level of relation between linearly related variables.

STEP 2:**OPPORTUNITIES FOR CAREER DEVELOPMENT PROVIDED BY THE ORGANIZATION**

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Excellent	54	52.4%
Good	37	35.9%
Average	5	4.9%
Below average	2	1.9%
Poor	5	4.9%
Total	103	100%

LEARNING OPPORTUNITIES

PARTICULARS	NO. OF. RESPONDENTS	PERCENTAGE
Excellent	64	62.1%
Good	26	25.2%
Average	6	5.9%
Below average	3	2.9%
Poor	4	3.9%
Total	103	100%

STEP 3:

X	Y	X ²	Y ²	XY
54	64	2916	4096	3456
37	26	1369	676	962
5	6	25	36	30
2	3	4	9	6
5	4	25	16	20
103	103	4339	4833	4474

STEP 4:

$$\begin{aligned}
 R &= \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{N\sum x^2 - (\sum x)^2} \sqrt{N\sum y^2 - (\sum y)^2}} \\
 &= \frac{5 \cdot 4474 - 103 \cdot 103}{\sqrt{5 \cdot 4339 - (103)^2} \sqrt{5 \cdot 4833 - (103)^2}} \\
 &= \frac{22370 - 10609}{\sqrt{21695 - 10609} \sqrt{24165 - 10609}} \\
 &= \frac{11761}{\sqrt{11086} \sqrt{13556}} \\
 &= \frac{11761}{105.29 \cdot 116.43} \\
 &= \frac{11761}{12258.91} \\
 R &= 0.9593
 \end{aligned}$$

STEP 5:

1 indicates a perfect positive correlation, (-1) indicates a perfect negative correlation, and 0 indicates no correlation.

INFERENCE: That is, if the correlation coefficient is greater than zero, it is a positive relationship. Conversely, if the value is less than zero, it is a negative relationship. The calculated value is 0.9593. So, accept H1.

Hence proved that there is a significant positive correlation between learning and career development opportunity in the organization.

FINDINGS

- A significant majority of respondents are female employees (59.22%), while male employees constitute a smaller portion (40.77%).
- The majority of employees fall within the 20-25 age group (43.70%), indicating a relatively young workforce.
- A majority of employees (72.7%) either strongly agree (18.4%) or agree (54.3%) that they receive support from colleagues and supervisors when it comes to managing stress.
- A majority of employees (52.4%) perceive the opportunities for career development provided by the organization as excellent, indicating a high level of satisfaction and perceived advancement prospects.
- A significant majority of employees (72.8%) indicate that they receive support and guidance for career development from the organization, suggesting a positive perception of the efforts made by the organization in this regard.
- A significant majority of employees (62.1%) rate the learning opportunities provided by the organization as excellent, indicating a high level of satisfaction with the available learning resources and programs.

RECOMMENDATION

- ✓ Offer flexible work arrangements such as remote work, flexible hours, or job sharing , which can appeal to women balancing work and family responsibilities.
- ✓ Implement diversity and inclusion training programs to foster an environment where employees of all genders feel valued and included.
- ✓ Offer mentorship programs or career development opportunities specifically designed for younger employees to support their professional growth and retention.
- ✓ Conduct a comprehensive review of the compensation structure to ensure it aligns with industry standards and provides equitable pay for all employees, regardless of age or gender.
- ✓ Consider offering additional benefits or incentives to address the needs of employees in the Rs. 20,000-25,000 income bracket.

CONCLUSION

The analysis of various aspects of employee demographics, experiences, and satisfaction levels provides valuable insights into the organizational dynamics.

The gender distribution reveals a notable majority of female employees, comprising 59.22% of respondents, indicating potential areas for gender-focused initiatives and policies. The age distribution shows a youthful workforce, with 43.7% falling within the 20-25 age group, suggesting a need for tailored development programs for early-career professionals.

The organization receives positive feedback on career development opportunities (52.4% rate as excellent) and learning opportunities (62.1% rate as excellent), indicating a commitment to employee growth. Additionally, high satisfaction levels are observed regarding workload, flexibility, welfare facilities, pay structure, and work-life balance.

Overall, the project underscores the organization's commitment to fostering a positive work culture, prioritizing employee wellbeing, and providing opportunities for growth and development. By leveraging strengths and addressing identified areas for improvement, the organization can further enhance employee satisfaction, engagement, and ultimately, organizational success.

REFERENCE :

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