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QUALITY OF WORK LIFE - A CRITICAL STUDY ON INDIAN HOSPITALS**B.UMA RANI****ASST. PROFESSOR****DEPARTMENT OF MBA****TEEGALA KRISHNA REDDY ENGINEERING COLLEGE****HYDERABAD****M. SARALA****ASST. PROFESSOR****DEPARTMENT OF MBA****TEEGALA KRISHNA REDDY ENGINEERING COLLEGE****HYDERABAD****ABSTRACT**

Quality of work life (QWL) programs can improve employee morale and organizational effectiveness. But implementing a successful QWL effort in a healthcare setting is not easy because of the unique administrative structure and inherent complexities of modern hospitals. In India, 80% of all the healthcare expenditure is borne by the patients. Expenditure borne by the state is 12%. The expenditure covered by insurance claims is 3%. As a result the price sensitivity is quite high. India faces a huge need gap in terms of availability of number of hospital beds per 1000 population. With a world average of 3.96 hospital beds per 1000 population India stands just a little over 1.2 hospital beds per 1000 population. Moreover, India faces a shortage of doctors, nurses and paramedics that are needed to propel the growing healthcare industry. India is now looking at establishing academic medical centers (AMCs) for the delivery of higher quality care with leading examples of The Manipal Group & All India Institute of Medical Sciences (AIIMS) already in place. This article describes a joint union-management quality of work life program that was carried out in a large urban medical center. The study involves employees of all the departments in selected hospitals in order to understand their point of view with respect to Quality of Work Life. Primary data was collected by administered a structured questionnaire to 690 employees of selected hospitals in the vicinity of Hyderabad & Secunderabad on the factors that have impact of the quality of work life. The questionnaire was monitored to some selected employees in different departments of the hospitals in a random order. The secondary data available in the form of organization and industry literature like record books, manual annual reports and journals. Despite employee enthusiasm for the program and a major commitment of financial and human resources over its three-and-a-half-year course, the program failed to achieve long-term changes in the hospital. The shortcomings of the QWL program are analyzed and recommendations for future practice are described. Considering all the above facts and the massive growth in the healthcare industry, huge investments would offer several opportunities for Indian companies to create 'win-win' situations and there would be emerging opportunities for professionals as well in the near future.

KEYWORDS

Hospitals, Quality, work, Life, satisfaction, Healthcare

I INTRODUCTION

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. Companies interested in enhancing employees Quality of Work Life generally try to instill in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility. Employee Productivity is what every organization is looking at while promoting or demoting an employee.

Productive employees are assets for an organization. However, it is a give and take relation. In simple terms, an employee would be productive if his working conditions are ergonomically good and his life trouble free, which has now been a responsibility of employers. We are talking about a term called "Quality of work Life", in short, QWL.

In the earlier years, working environment of the organizations was given least considerations. Employees used to work under adverse working conditions. But with the passage of time, research evidence indicated that even very small variations in temperature, noise, and lighting can considerably affect the employee performance. Today's aspirations for an improved work life, however goes well beyond salary benefits and working conditions. The QWL in its broader sense seeks to achieve integration among the employee and organizational demands, which are often contradictory and conflicting. QWL is not a theory and it doesn't advocate for particular technique for application. It is more concerned with the overall work culture and its impact on organizational productivity. Some people consider Q.W.L as the existence of a certain set of original conditions and practices. They agree that high Q.W.L exists when

1. Democratic management practices are prevalent in the organization
2. When employees' jobs are enriching
3. They are treated with dignity and safe working conditions are present

DEFINITIONS

Q.W.L is any conscious effort for improving working conditions, work content, and its safety, security, wages and benefits, etc. Q.W.L can be said to be all the original inputs which aim at improving the employees' satisfaction and enhancing organizational effectiveness. In simpler terms, it's about having a work environment where an employee's activities become more important. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belongingness, development and external rewards. Indicators of QWL are Job satisfaction, Job involvement, Work role ambiguity, Work role conflict, Work role overload, Job stress, Organizational commitment and Turn-over intentions.

Thus, Quality of work Life is the sum total of physical (working conditions), psychological and economic factors which affect the job.

A. HEALTH CARE INDUSTRY IN INDIA

The health care industry involves providing health care services to those who need medical care. This industry can take many forms, including pharmaceutical companies, health care real estate investment trusts (REIT's), for profit hospitals, medical device makers, home health aides, and over-the-counter drugs. These industries are often heavily regulated and require compliance with a number of different agencies.

The Indian healthcare industry, unlike other industries, stands untouched by recession. There had been a steady growth in this sector, revenues from the healthcare sector accounts for 5.2% of the GDP, making it the third largest growing sector in India, and further the healthcare sector is projected to grow to nearly 180,000 crores by year 2012 and a compounded annual growth rate (CAGR) of 15-17 percent for at least the next 7-10 years.

B. INDIAN HEALTHCARE SECTOR STRUCTURE / MARKET SIZE

The sector comprises hospital and allied sectors that include:

1. Medical care providers that includes physicians, Specialists, Clinics, Nursing homes and Hospitals.
2. Diagnostic service centers and pathology laboratories.
3. Medical research organizations and pharmaceutical manufacturers.
4. Medical equipment manufacturers

5. Third party support service providers. In India, 80% of all the healthcare expenditure is borne by the patients. Expenditure borne by the state is 12%. The expenditure covered by insurance claims is 3%. As a result the price sensitivity is quite high. The high level healthcare facilities are out of reach for the patients. Among the top five therapeutic segments, gastro-intestinal and cardiac are experiencing both high volume and value growth. Ophthalmologicals, cardiovascular, anti-diabetic and neurological drugs continue to top the growth list. The anti-infective, neurology, cardiovascular and anti-diabetic segments have witnessed a high number of new product launches in recent years.

India faces a huge need gap in terms of availability of number of hospital beds per 1000 population. With a world average of 3.96 hospital beds per 1000 population India stands just a little over 1.2 hospital beds per 1000 population. Moreover, India faces a shortage of doctors, nurses and paramedics that are needed to propel the growing healthcare industry. India is now looking at establishing academic medical centers (AMCs) for the delivery of higher quality care with leading examples of The Manipal Group & All India Institute of Medical Sciences (AIIMS) already in place.

A recent survey conducted by HarNeedi.com, gives an outlook on the roles that are in great demand, Specialist doctors such as, Cardiologists, Cardiothoracic surgeons, Interventional Cardiologists, Orthopedics, Emergency Medicine Specialists, Oncologists, Radiologists, Ophthalmologists, Neurologists, Neuro-surgeons, Gynecologists, Urologists, Duty doctors etc... are in great demand.

Some of the other profiles that are in great demand are that of experienced nurses and technicians who can handle various specialties such as ICU's, Cath labs, Operation Theaters, Emergency Departments etc. Technicians, like Radiographers, CT Technician, Radiotherapy technicians, emergency medical technicians etc. are also in great demand. Considering all the above facts and the massive growth in the healthcare industry, huge investments would offer several opportunities for Indian companies to create 'win-win' situations and there would be emerging opportunities for professionals as well in the near future.

II OBJECTIVES OF THE STUDY

1. To find out the quality of work life of the employees in Hospitals.
2. To help the organization know the level of satisfaction of the workers and employees at all hierarchical levels.
3. To find out employee's view of their work culture in the organization.
4. To review the total environment, including working conditions to bring in positive change for betterment of QWL of employees.
5. To analyze the satisfaction levels among employees.

III SCOPE OF THE STUDY

The Scope of the study covers employees of all the departments in selected hospitals in order to understand their point of view with respect to Quality of Work Life. The scope also includes the response of the employees to the various measures taken by the management of different hospitals to make the employees comfortable at the work place. The scope is also widened to find out the expectations of the employees from the management with respect to the above concept.

IV METHODOLOGY OF THE STUDY

For the study undertaken on quality of work life the sample size has been taken at 690 members. Sample methodology used for the study is random method. Sampling was done as follows:

S.No	Category	No. of Respondents
1	Managerial level (DMO,PRO, Sr. Manager,doctors)	120
2	Nursing staff	170
3	Lab technicians	090
4	Housekeeping Staff	050
5	Intensive care unit staff	030
6	Radiology Staff	050
7	Front office executives	040
8	Pharmacists	030
9	Miscellaneous (Admin, Ins, IP-OP,Office boy,Typist, Hospitality, Lift boy)	100
10	TOTAL	690

Primary data was collected by administered a structured questionnaire to 690 employees of selected hospitals in the vicinity of Hyderabad & Secunderabad on the factors that have impact of the quality of work life. The questionnaire was monitored to some selected employees in different departments of the hospitals in a random order. The secondary data available in the form of organization and industry literature like record books, manual annual reports and journals is used for the purpose of understanding the standards prevailing in the organization

V LIMITATIONS OF THE STUDY

The data collected by me through primary source is constrained by the sample size which is only 690 employees. Report is subject to change with fast changing scenario. As the respondents were chosen at random, we cannot take it for granted that the data obtained are a representation of all the employees. Certain type of information which is deemed to be confidential was not given to me.

VI REVIEW OF LITERATURE

The term "quality of work life" (QWL) was first introduced in 1972 during an international labour relations conference. Quality of Work Life (QWL) received more attention after United Auto Workers and General Motors initiated a Quality of Work Life (QWL) program for work reforms.

Robbins (1989) defined Quality of Work Life (QWL) as "a process by which an organization responds to employees needs by developing mechanisms to allow them to share fully in making the decisions their design their lives at work"

Richard and J. Loy 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." Jerome M. Rosow defined QWL "When organization have addressed the issue of quality of working life, they have always achieved great productivity breakthroughs ".Quality of Work Life is a process in organizations, which enables its members at all levels to participate actively and effectively in shaping the organization environment, methods and outcomes. Quality of Work Life is also defined as "an environment in the organization which motivates the employees to enhance their abilities on continuous basis and which facilities them to have social co-operation among them." The defining of quality of work life involves three major parts: occupational health care, suitable working time and appropriate salary.

According to Walton (1975) proposed eight conceptual categories. They are as follows: Adequate and fair compensation ; Safe and healthy working conditions ; Immediate opportunity to use and develop human capacities ; Opportunity for continued growth and security Social integration in the work organization Work and the total life span The social relevance of work life .Taylor (1979) more pragmatically identified the essential components of Quality of working life He suggested that a number of other aspects could be added, including; individual power, Employee participation in the management, Fairness and equity, Social support, Use of one’s present skills and Self-development. Warr and colleagues (1979), in an investigation of Quality of working life, considered a range of apparently relevant factors, including In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety. Thus, whilst some authors have emphasized the workplace aspects in Quality of working life, others have identified the relevance of personality factors, psychological well being, and broader concepts of happiness and life satisfaction. Baba and Jamal explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. More recently, work-related stress and the relationship between work and non-work life domains (Loscocco & Roschelle, 1991) have also been identified as factors that should conceptually be included in Quality of Working Life. Bearfield, (2003) used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different. Worrall and Cooper (2006) recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained. Some of the factors used to measure quality of working life pick up on things that don’t actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they don’t feel pleased or happy - they just don’t feel bad. This can apply to a range of factors that affect someone’s working conditions.

VII DATA ANALYSIS & INTERPRETATION

Data analysis has multiple facets and approaches, encompassing diverse techniques. In this chapter, information collected through questionnaire is inspected and appropriate statistical methods are used to transform data for easy comprehension.

1. How do you feel working with Hospitals?

- (a) Excellent (b) Good (c) Satisfactory (d) Poor

TABLE 4.1: WORKING WITH HOSPITALS

Category	Respondents	Percentage
Excellent	140	20.29
Good	350	50.72
Satisfactory	140	20.29
Poor	060	8.70
Total	690	100

INTERPRETATION

The survey depicts that 50.72% of the employees feel good working in Hospitals and 20.29% of the employees feel excellent and 20.29% feel satisfactory about working in Hospitals. The survey depicts that most of the employees (50.72%) feel good about working with hospitals. So the company should ensure that this percentage increases by providing promising environment. Hence should show a little more care and concern.

2. What do you like the most about your job in the hospital?

- (a) Job Profile (b) Work environment (c) Growth Opportunities (d) Compensation & Benefits

TABLE 4.2: LIKE MOST ABOUT HOSPITALS

Category	Respondents	Percentage
Job Profile	220	31.88
Work environment	300	43.47
Growth Opportunities	150	21.73
Compensation Benefits	020	2.89
Total	690	100

INTERPRETATION

The survey depicts that 43.47% of the employees like their work environment and 31.88% of the employees are happy about their Job profile. 21.73% feel that there is growth opportunities and only 2.89% are satisfied by the compensation. So hospitals should try to amend its current compensation policy so that it satisfies more number of employees.

3. How do you rate the work culture?

- (a) Excellent (b) Very good (c) Good (d) Satisfactory (e) Bad

TABLE 4.3: WORK CULTURE

Category	Respondents	Percentage
Excellent	110	15.94
Very good	140	20.29
Good	290	42.03
Satisfactory	130	18.84
Bad	20	02.90
Total	690	100

INTERPRETATION

The survey depicts that 42.03% of the employees feel that the work culture is good at Hospitals. 15.94% and 20.29% feel the work culture to be Excellent and very good respectively. Only a meager portion of employees are not happy with the work culture. This shows that most of the employees at Hospitals feel that they have good work culture and are confident about it.

4. Your main satisfaction in life comes from your work.

- (a) Strongly agree (b) Agree (c) Disagree (d) strongly Disagree

TABLE 4.4: WORK SATISFACTION

Category	Respondents	Percentage
Strongly agree	200	28.99
Agree	430	62.32
Disagree	40	5.80
strongly Disagree	20	2.90
Total	690	100

INTERPRETATION

The survey depicts that 62.32% of the employees feel that their main satisfaction in life comes from work and 28.99% strongly agree with the same. Only 5.80% and 2.90% of the respondents disagree and strongly disagree with the fact that their main satisfaction in life is derived from work. This concludes that most of the employees at Hospitals are highly satisfied with their work.

5. How hard is it to take time off during your work to take care of personal or family matters?

- (a) Not at all hard (b) Not too hard (c) Somewhat hard (d) Very hard

TABLE 4.5: TIME FOR FAMILY

Category	Respondents	Percentage
Not at all hard	170	24.63
Not too hard	200	28.99
Somewhat hard	230	33.33
Very Hard	090	13.04
Total	690	100

INTERPRETATION

The survey depicts that 24.64% of the employees feel that it is not at all hard to take care of family matters and 28.22% feel that it is not too hard whereas 33.33% find it somewhat hard to take time for personal and family matters. 13.04% of the employees find it very difficult to manage work and family as they come from far off places. Survey depicts that most of the employees are able to manage both work and family matters efficiently.

6. In general, how would you describe relations in your work place between management and employees?

- (a) Very good (b) Quite good (c) Neither good nor bad (d) Quite bad (e) Very bad

TABLE 4.6: RELATIONS BETWEEN MANAGEMENT AND EMPLOYEES

Category	Respondents	Percentage
Very good	200	28.98
Quite good	370	53.62
Neither good nor bad	100	14.49
Quite bad	10	1.45
Very bad	10	1.45
Total	690	100

INTERPRETATION

The survey depicts that 53.62% of the employees feel that relation between management and employee is good and 28.99% feel it to be very good. 14.49% are indifferent and 2.90% feel the relation between management and employees to be bad.

This depicts that majority of employees are of the opinion that there is a good relation between management and employees which is a very healthy sign of a good organization.

7. How are the career development activities in your organization?

- (a) Excellent (b) Very good (c) Average (d) Satisfactory (e) Poor

TABLE 4.7: CAREER DEVELOPMENT ACTIVITIES

Category	Respondents	Percentage
Excellent	90	13.04
Very good	140	20.29
Average	210	30.43
Satisfactory	100	14.49
Poor	50	7.25
Total	690	100

INTERPRETATION

The survey depicts that 30.43% of the employees feel that career development activities are of average nature. 13.04% & 20.29% of the employees rate career development activities as Excellent and very good respectively. 14.49% feel it to be satisfactory and 7.25% are very unhappy about the career development activities.

This shows that most of the employees feel the career development activities to be good but Hospitals should try to focus on the same to ensure more satisfied & motivated employees. New recruiters should be imparted proper training.

8. Do you feel that there is job security in your organization?

- (a) Strongly agree (b) Agree (c) Satisfactory (d) Disagree (e) Strongly disagree

TABLE 4.8: JOB SECURITY

Category	Respondents	Percentage
Strongly agree	07	10.14
Agree	37	53.62
Satisfactory	14	20.28
Disagree	08	11.59
Strongly disagree	03	4.34
Total	69	100

INTERPRETATION

The survey depicts that 53.62% of the employees agree that there is job security in most of hospitals. 10.14% strongly agree whereas 20.29% feel the job security to be satisfactory. 11.59% and 4.35% disagree & strongly disagree when asked about job security in the hospitals. Most of the employees feel secure working in Hospitals.

9. Is your performance being monitored periodically?

- (a) Yes (b) Could be (c) Don't know

TABLE 4.9: MONITORING OF PERFORMANCE

Category	Respondents	Percentage
Yes	48	69.56
Could be	12	17.39
Don't know	09	13.04
Total	69	100

INTERPRETATION

The survey depicts that 69.57% of the employees say that their performance is being monitored periodically. 17.39% are not sure about their performance being monitored and 13.04% don't know if their performance is at all monitored. Most of the employees say that their performance is being regularly monitored. This shows that the organization is keen on appraising employees on a regular basis.

10. What could improve the quality of your work life?

- (a) More suitable working hours
- (b) Better pay and conditions
- (c) Better development/promotional activities
- (d) Better management

TABLE 4.10: IMPROVEMENTS IN QWL

Category	Respondents	Percentage
More suitable working hours	11	15.94
Better pay and conditions	19	27.53
Better development/promotional activities	31	44.92
Better management	08	11.59
Total	69	100

INTERPRETATION

The survey depicts that 15.94% of employees feels that more suitable working hours could improve their quality of work life. 27.54% feel t better pay & 44.93% are of the opinion that better development activities will improve quality of work life. 11.59% feel that better management will improve their quality of work life. From the above information, most of the employees feel that better development and promotional activities improve quality of work life. Hence hospitals should concentrate on promoting employees while appraising them.

11. How do you feel about the work load?

- (a) Relaxed
- (b) Normal
- (c) Over burden
- (d) Satisfactory

TABLE 4.11: WORK LOAD

Category	Respondents	Percentage
Relaxed	06	8.70
Normal	31	44.93
Over burden	18	26.09
Satisfactory	14	20.29
Total	69	100

INTERPRETATION

The survey depicts that 44.93% of employees feels the work load to be normal and only 8.70% of employees say that work is relaxing. 26.09% feel over burdened and 20.29% feel the work load to be satisfactory. This shows that most of the employees feel the work load to be normal but hospitals should try to reduce the work load by proper distribution of work so that most of the employees are happy at their work place.

12. Do you think Communication and information flow between the departments is satisfactory?

- (a) Yes
- (b) No

TABLE 4.12: COMMUNICATIONS AND INFORMATION FLOW

Category	Respondents	Percentage
Yes	540	78.26
No	150	21.73
Total	690	100

INTERPRETATION

The survey depicts that 78.26% of employees feels that the communication and information flow between departments is satisfactory whereas 21.73% feel the contrary. Majority of the employees are satisfied with the communication and Information flow in hospital.

13. Does the top management involve employees in the management decisions?

- (a) Yes
- (b) No

TABLE 4.13: EMPLOYEE PARTICIPATION IN DECISION MAKING

Category	Respondents	Percentage
Yes	490	71
No	200	29
Total	690	100

INTERPRETATION

The survey depicts that 71% of employees feels that management involves employees in decision making whereas 29 % that they have no say in management decisions. As per above, majority of the employees feel that they are involved in decision making by management.

14. Which factor motivates you the most?

- (a) Salary increase
- (b) Promotion
- (c) Leave
- (d) Motivational talk
- (e) Recognition

TABLE 4.14: EMPLOYEE MOTIVATIONS

Category	Respondents	Percentage
Salary increase	250	36.23
Promotion	140	20.28
Leave	10	1.44
Motivational talk	130	18.84
Recognition	160	23.18
Total	690	100

INTERPRETATION

The survey depicts that 36.23% of employees feels that salary increase motivates them whereas 20.28% feel that promotion is the important factor for motivation. 18.84% support motivational talk and 23.18% vouch for recognition. 1.44% feel proper leaves motivate them in better performance. Organization should consider various options to keep the employees motivated, especially considering proper compensation.

15. How do you rate the leave policy of the company?

- (a) Fair (b) Satisfactory (c) Dissatisfactory

TABLE 4.15: LEAVE POLICY OF COMPANY

Category	Respondents	Percentage
Fair	160	23.18
Satisfactory	470	68.11
Dissatisfactory	060	8.69
Total	690	100

INTERPRETATION

The survey depicts that 68.11% of employees feels that leave policy of the company to be satisfactory and 23.18% feel it to be fair enough. 8.69% of the employees are dissatisfied with the company's leave policy. Majority of the employees are satisfied with the existing leave policy in the organization.

16. Please rate your overall satisfaction level with the current work life management policy of the organization?

- (a) Highly satisfactory (b) Satisfactory (c) Average (d) Poor

TABLE 4.16: SATISFACTION LEVEL AMONG EMPLOYEES

Category	Respondents	Percentage
Highly satisfactory	020	2.89
Satisfactory	440	63.76
Average	190	27.53
Poor	040	05.79
Total	690	100

INTERPRETATION

The survey depicts that 63.76% of employees are satisfied with the current work life management policy of the organization and 2.89% are highly satisfied. 27.53% feel the management policy to be average and 5.79% find the policies to be poor. As per above, Majority of the employees are satisfied with the existing management policy of the hospitals but hospitals should try to improve and revise the policies to cater to the needs of dissatisfied employees.

17. Does the company take care of employees working in night shifts?

- (a) Yes (b) No

TABLE 4.17: CARE FOR EMPLOYEES IN SHIFTS

Category	Respondents	Percentage
Yes	530	76.81
No	160	23.18
Total	690	100

INTERPRETATION

The survey depicts that 76.81% of employees feel that the employees working in night shifts are taken care of. 23.18 % feel that company does not take care of employees working in night shifts. Though majority says that hospitals take care of employees working in night shift, they should still make an effort to provide proper motivation to overcome with the feeling they have regarding working in night shifts.

18. Do the employees share experience to help each other?

- (a) Yes (b) No

TABLE 4.18: EXPERIENCES SHARING AMONG EMPLOYEES

Category	Respondents	Percentage
Yes	640	92.75
No	050	7.24
Total	690	100

INTERPRETATION

The survey depicts that 92.75 % of employees feel that the employees share experiences to help each other. Only 7.24% feel that there is no experience sharing. Majority of the employees are satisfied by the way employees share experiences while at work in Hospitals. Sharing of experience not only relaxes employees but also gives them a sense of belongingness and should be encouraged.

19. Does the company provide training for enriching the skills of employees?

- (a) Yes (b) No

TABLE 4.19: TRAINING OPPORTUNITIES FOR SKILLS IMPROVEMENT

Category	Respondents	Percentage
Yes	600	86.95
No	090	13.04
Total	690	100

INTERPRETATION

The survey depicts that 86.95 % of employees feel that company provide training for enriching the skills of employees whereas 13.04% feel that sufficient training is not provided. The organization should focus on training needs of employees at all levels as properly trained employees are an asset to the organization and plays an important role in value addition of Hospitals.

20. Do you have more pressure of work in the organization or it is equally distributed?

- (a) Have Pressure (b) Work is equally distributed

TABLE 4.20: WORK PRESSURE

Category	Respondents	Percentage
Have Pressure	25	36.23
Work is equally distributed	44	63.76
Total	69	100

INTERPRETATION

The survey depicts that 36.23% of employees feel that they have more work pressure and 63.76% of the employees say that the work is equally distributed among the employees. Majority of Employees feel that the work is equally distributed among employees.

21. Do you feel free to offer comments and suggestions?

(a) Yes (b) No

TABLE 4.21: EMPLOYEE SUGGESTIONS

Category	Respondents	Percentage
Yes	56	81.15
No	13	18.84
Total	69	100

INTERPRETATION

The survey depicts that 81.15 % of employees feel that they are free to offer comments and suggestions whereas 18.84% of the employees feel that they are not free to offer any suggestions. It has been observed that employees at hospitals have participative kind of environment and are confident that their suggestions are considered.

22. I am satisfied with the working conditions provided by Hospitals?

(a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree

TABLE 4.22: WORKING CONDITIONS

Category	Respondents	Percentage
Strongly agree	05	7.24
Agree	57	82.60
Disagree	03	4.34
Strongly Disagree	04	5.79
Total	69	100

INTERPRETATION

The survey depicts that 82.6 % of employees are satisfied with the working conditions provided by hospitals. 7.24% are extremely satisfied with working condition and 4.34% employees are not very happy with the working condition. 5.79% of employees are extremely disappointed by the working conditions. As per above, most of the employees at hospitals are confident that working condition is satisfactory however, they should try to make the working conditions more conducive for better productivity of employees.

23. How do you rate the employee welfare programs in your organization?

(a) Excellent (b) Very good (c) Good (d) Average (e) Poor

TABLE 4.23: EMPLOYEE WELFARE PROGRAMMES

Category	Respondents	Percentage
Excellent	06	8.69
Very good	19	27.53
Good	25	36.23
Average	12	17.39
Poor	07	10.14
Total	69	100

INTERPRETATION

The survey depicts that 8.69% of employees feel the employee welfare programs to be excellent and 27.53% of them feel it to be very good. 36.23% say that the welfare programs are good, 17.39% average and 10.14% find it to be poor. It implies to continue the same and improve it if there is any scope.

VIII FINDINGS & SUGGESTIONS

- Most of the employees covered under my study are found to be feeling content working with its leave policy and also the working conditions.
- Employees are not satisfied when it comes to compensation and Welfare programmes.
- Majority of employees are happy with work culture and they have work satisfaction.
- The relation between employees and management is appreciable.
- Employees, however, find it hard to balance their work life and family/ personal matters and also find the work load to be high.
- Most of the respondents feel that there is job security, Proper information flow between departments and they are involved in decision making by the management.
- As per the responses, an increase in salary is one factor which employees feel will help them in motivating them further.
- Equal and fair work distribution of work will contribute to the betterment of their work life.

It is better to keep employees aware of the company goals, vision, and mission and keep them informed of all the changes taking place in the company then it would definitely go a long way in the efficiency of the employees. There should be no communication gap between the Head of the departments and members. The communication flow must be smooth to maintain cordial relations in the organization. It is better to take timely preventive measures that the work would not be overloaded and maintain better Quality of Work Life. The efforts to further improve the work culture in the organization should be continued. The training and development programs can also be more effectively planned and implemented.

IX CONCLUSION

From the study conducted, following conclusion can be made.

Overall satisfaction levels and work culture is really good in most of the hospitals. HR dept is playing an important role for the successful development of the organization. At the same time the practices which are followed by the private hospitals are really good. Quality of Work Life was not considered as important factor in India until recently as there were important impending factors like resource deficiency, environmental threats and some services of financial problems. Quality of Work Life programme has become important in work place for the following reasons:

- Increase demands at work
- Loss of long term employee guarantees
- The need for enhanced work place skills
- Greater competition for talent
- Increased women in work fore

Good quality of Work Life leads to an atmosphere of good impersonal relations and highly motivated employees who strive for their development. Though monetary benefits still occupy the first place in the cost of elements like physical working conditions, job restructuring and job re-designing, career development, promotional opportunities etc. are gaining importance rapidly. If provided with good Quality of Work Life, employees concentrate more on both individual as well as group development which in turn leads to overall development.

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