

Impact of Working Conditions on Quality of Work Life: A Comparative study of Public and Private Hospitals in Chandigarh



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Abstract

The present study is an attempt to find out effect of working conditions on quality of work life among the workers of public and private hospitals in Chandigarh tricity region of North India. Two public and two private hospitals were selected and employees from these hospitals who were taken as sample were doctors and Nurses. A total of 300 responses were recorded, 150 from each type of hospital. 100 doctors and 200 nurses were covered under the study. The findings of study revealed that there is significant difference in the opinions of public and private hospital employees regarding working conditions at their work places. Private hospital employees were found to be more satisfied with working conditions. Study also found a significant positive co relation between working conditions and quality of work life, but results of study have more implication on public hospital managers in comparison to private hospitals.

Keywords: Quality of Work Life, Working Conditions, Human Resources, Work Place, Healthcare

Introduction

Human resources practices and business outputs have a direct relationship; this has been proved in many researches done in recent past. Quality of Work Life (QWL) is a philosophy, a set of principles, which 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 (Tabassum et. al, 2011).

Quality of working life is essentially a multidimensional concept and is a way of reasoning about people, work and its organization (Hsu and Kernohan, 2006).

Quality of work life is important to organizational performance and it is an important factor that affects employee motivation at work. (Gupta and Sharma, 2011).

Quality of work life is the employees' mental perception from the physical and psychological desirability in the work place. Quality of work life is related to the welfare of employees at work and it is quite different from the subject of job satisfaction. Domain of quality of work life does not only affect the employees' job satisfaction but it is also influence the lives outside work of employees such as family, leisure and social needs. When the need of employees at work does not meet, likely they experience a lot of work stress that will have adverse consequences on the welfare of employees and job performance (Emadzadeh et. al, 2012).

Most studies focus on the relationship of QWL with some of the variables such as job satisfaction, organizational commitment, job performance, turnover intention, and labour relations etc. which play a crucial role in determining the overall wellbeing of any industrial organization. However, there is lack of empirical evidence that relationship QWL and employee work engagement. Work engagement is fundamentally a motivational concept that represents the active allocation of personal resources toward the tasks associated with a work role (Christian, et. al, 2011).

Recent efforts to improve organizational performance have begun to emphasize positive organizational behavior concepts and positive emotions. QWL is generally associated with a series of organizational objectives, conditions and practices which enables employees of an

organization to perceive that they are virtually safe, satisfied and have better chances of growth and develop themselves as individual human beings. In nowadays, QWL is globally drawing more attention. In our modern society people spend about more than one-third of their lives at their workplace. Hence, the eminence and importance of QWL is unparalleled and unquestionable (Ahmad, 2013).

When organization offers quality of work life to their employees, it is a good indicator to boosts its image, consequently attracting and retaining employees. This is important as it indicates that firms are able to offer appropriate working environment.

Objectives of Study

1. To study various factors affecting working conditions in public and private hospitals of Chandigarh
2. To study impact of working conditions on quality of work life in selected hospitals
3. To compare the opinion regarding working conditions in public and private hospitals
4. To suggest how working conditions can be improved.

Review of Literature

Uttam Kumar Das, Dr. Jaya Krushana Panda (2015) mentioned that Quality of work Life efforts are systematic efforts by organisation to give employees a greater opportunity to effect the way they do their jobs and contribution they make to the organisation's overall effectiveness.

Radha Yadav, Ashu Khanna (2014) found that financial rewards, supervision, pay and benefits increase organisation QWL. Better rewards and compensation showed better involved of employees in organization. After securing good salary, the employees hope to develop their skills and get promoted to a higher position. Communication is a way of creating mutual understanding between the employee and employer, more organization uses an open door policy for the better performance of the organization.

S.Khodadadi et al (2014) investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" were used for data collection and Data analysis was done by using SPSS. The results of the study showed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

According to Madhavi Challa (2014), an employee is said to be satisfied if he has quality life with better standard of living, better lifestyle and good work life balance.

Gayathri and Lalitha Ramakrishnan (2013), in their article an attempt is made to review the literature on quality of life to identify the concept and measurement variable along with linkage to satisfaction and performance. They discussed review

of various authors about quality of work life-concept and dimensions QWL-job satisfaction and performance. Thus this paper the identification of measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee well being .

Kulkarni (2013) in his article examined about the literature review on training and development and quality of work life. They analysis various authors views regarding 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.

Valarmathi and Bhalakridhnan (2013) in their study reckon the effects of quality of work life in textile sectors in and around Coimbatore district. The factors that were considered are salary, fair compensation, opportunities, job rotation, authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The test reveals that there is no significant difference in the mean opinion on job rotation, training and there is significant difference for job security and authority to do the work. The correlation test implies positive correlation between fair compensation and career opportunities.

Hypothesis

H1

There is significant difference between perception of working conditions between employees of public and private hospitals.

H2

There is significant relationship between working conditions and quality of work life in employees of selected hospitals.

Research Design

For the purpose of study, descriptive research design has been used. A cross sectional survey among the employees of public and private hospitals in Chandigarh tricity was done. Researcher used quota sampling by dividing employees into doctors and nurses category and then samples were selected randomly from these sections. Respondents were selected from different demographic profiles to remove any biasness. Two public and two private multi speciality hospitals were selected. 25 doctors were selected from each hospital, hence making it 50 doctors from each category of hospital, therefore a total of 100 doctors were included in the study. 200 nurses were selected to be included in study, 50 from each hospital; hence there were 100 nurses from each type of hospital, public and private.

Sources of Data

For conducting this study, both primary and secondary data was collected. Secondary data was collected from research papers, text books and journals, for a better understanding of the concepts related to quality of work life. Primary data was collected using self administered questionnaire, it was a pre tested questionnaire used by Dr. Suchi Sharma

used in study "Factors affecting QWL: A case study of public and private sector organisations", 2008. Sample size consisted of 300 respondents, from 2 public and 2 private hospitals

Data Analysis

For measuring the opinion on working conditions seventeen statements were used and options of respondents have been measured on five point scale from "excellent" to "poor", 1 being excellent and 5 being poor.

Table 1

Comparison of Opinions of Public and Private Hospitals Employees on Working Conditions

S.No.	Statement of Working Conditions	Public Hospitals	Private Hospitals	T-Value	P-Value
1.	Ventilation facilities at your Hospital are	2.55	1.87	7.793	.006
2.	Elimination of Dust and fumes arrangements in your Hospital are	2.81	1.86	2.577	.109
3.	Measures for Noise control in hospital are	3.35	1.89	2.255	.000
4.	System for employee recognition for maintaining work environment is	3.53	1.87	1.597	.000
5.	Toilet facilities and sanitation is	3.14	1.83	1.993	.001
6.	Provisions for air pollution control are	3.03	1.83	.131	.718
7.	Facilities of safe drinking water are	2.75	1.73	.397	.529
8.	Provision of working hours in hospital are	2.48	1.84	2.126	.000
9.	Shift system/work schedule mechanism for work at your hospital are	2.71	1.85	6.387	.012
10.	Weekly off on a rotation system is	2.37	1.92	9.711	.002
11.	Safety equipments availability during working hours in hospital is	2.95	1.79	.622	.431
12.	First aid training and safety programmes in hospital are	2.64	1.85	8.135	.005
13.	Implementation of accident prevention programmes and avoiding injuries at workplace are	2.29	1.87	7.539	.006
14.	Provision of first aid facilities and immunization programmes is	2.49	1.79	1.228	.000
15.	Response time in case of needle stick injury or injury in your hospital is	2.35	1.61	1.723	.190
16.	Fire fighting and disaster management programmes and implementation is	3.08	1.71	2.115	.147
17.	Rules and regulations related to workplace are	2.63	1.83	1.679	.196

Source: Field Survey

Analysis

The above table compares the average respondent scores on various statements related to working conditions in public and private hospitals. It can be seen that for statements (1, 3,4,5,8,9,10,12,13 and 14) t-values and their corresponding significant values show that there is a significant difference between opinions of respondents from public and private hospitals. Further this table shows that professionals from private hospitals have more positive perception regarding the working conditions,

as compared to workers of public hospitals. The average score for working conditions in case of public hospitals is close to GOOD whereas for private hospital employees it is towards very good. So we can conclude that in case of private hospital Professionals the working conditions are a little better than the public hospital professionals. The line graph below (Figure 11) shows the pattern clearly. There is a difference in perception regarding the working conditions perception among professionals of public and private hospital.

Dimension	Hospital	n	Mean	S.D	Z-Value	P-Value	Decision
Working Conditions	Public	150	2.6	0.45	0.85	0.035	Significant
	Private	150	1.8	0.49			

From the above table we can see that p value is less than 0.05, hence it can be concluded that there is significant difference in opinion of public and private hospital employees in public and private hospitals, and mean shows better working conditions in private hospitals.

Hence, the alternative hypothesis is accepted.

H1

There is significant difference between perception of working conditions between employees of public and private hospitals.

Table 2

Correlation between QWL and Working Conditions

Correlation Coefficient	Significance	N
0.788	0.017	300

In order to find co relation between quality of work life and working conditions researcher has used co relation analysis and the test reveals that there is a significant co relation between QWL and working conditions, which is strongly positive with co relation coefficient of 0.788, significant at 0.05 level as significance value is 0.017.

Alternative hypothesis in this case will be accepted.

H2

There is significant relationship between working conditions and quality of work life in employees of selected hospitals.

Findings

Present study reveals that there is difference in opinions of public and private hospital employees, private hospital employees are more satisfied with working conditions at their work place, whereas in case of public sector hospitals employees were of the opinion that working conditions are not that much good. Means for various statements measuring working conditions in public hospitals were quite low. Although the study revealed that working conditions had a positive significant impact on quality of work life it was found to be lower in case of public hospital employees. So we can conclude from the study that there was low quality of work life among public hospital employees because of poor working conditions.

Conclusion

Quality of life helps an employee to fulfil his/her role effectively as an individual, as a member of any society, group, hospital or organization an employee will be able to serve community and patients in a better way if his or her quality of work life is good.

The implications of present study are more on the public sector hospitals as the employees here were found to be more dissatisfied with the working conditions. Public hospitals must understand the fact that it is the employees of organization who are ultimate source of productivity for any organisation. It is not only their right to get better working conditions but it is also beneficial for hospitals to provide better working conditions, as it will reduce stress, will motivate employees to work more efficiently, which in return will reflect in better quality of services. A hospital which provides better quality of services will be able to retain more consumers and hence will result in better economic outputs.

Administrators and managers in public sector hospitals will have to work towards finding the relationship between better working conditions and quality of work life with the job satisfaction of employees and must take measures to improve the working conditions, for benefit of employees, hospital and society at large.

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