



A STUDY ON QUALITY OF WORK LIFE AT CITY BASED HOSPITAL PALAM VIHAR GURUGRAM

VIVEK KUMAR
ASSISTANT PROFESSOR
THE NEOTIA UNIVERSITY



CHAPTER I

INTRODUCTION TO THE STUDY

Abstract: This study delves into the quality of work life (QWL) at a city-based hospital in Palam Vihar, Gurugram. The research aims to understand the factors influencing employees' QWL, including motivation, job satisfaction, leadership, grievance handling, and stress levels. The study also explores the impact of QWL on organizational commitment and performance. The methodology involves a comprehensive survey and analysis of employee perceptions. The findings provide valuable insights into the QWL dimensions and measures to improve QWL, such as employee involvement, quality circles, and communication. The study concludes with recommendations for enhancing QWL and fostering a positive work environment.

MEANING

Quality of work life means “the degree to which members of a work organization are able to satisfy personal needs through enriching their experience in the organization”. Quality of work life could be defined as “the quality of the relationship between man and his task”. Quality of work life has gained importance in the Organizational Behavior as an indicator of the overall of human experience in the work place. Today’s workforce consists of literate workers who expect more than just money from their work. In the modern scenario, QWL is seen as a strategy of Human Resource Management is being recognized as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organization towards its overall growth.

Over the years, since industrial revolution, much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. Thanks to the revolution in advanced technology, the imperative need to look into QWL in a new perspective is felt and deliberated upon. Major companies are tirelessly implementing this paradigm in Human Resources Development.

STATEMENT OF RESEARCH PROBLEM

Quality work life is viewed as an alternative to the control approach of managing people. Therefore, organizations are required to adopt a strategy to improve the employee’s quality work life to satisfy both the organizational objectives and employee needs.

NEED FOR THE STUDY

QWL refers to the level of satisfaction, motivation, involvement and commitment of each individual’s experience with respect to their line at work. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance, primarily at the individual level but finally at the organizational level. Thus studying the quality of work life will help in understanding the needs and perception of the employees by the management and take appropriate steps to address employee’s concerns.

OBJECTIVES OF THE STUDY

- To know in which service quality performance dimension of the company is performing well and in which dimension it needs improvement.
- To evaluate the attitude of employees towards policies and facilities provided by the management towards the employees.
- To evaluate the employee job satisfaction.
- To understand the concept of Quality of Work life and to analyze the Quality of Work life provided by City based hospital to its employees.

METHODOLOGY

Research methodology is a way to systematically solve the research problem step by step. It may be understood as a science of studying how research is done scientifically.

Methodology gives us the blueprint of activities to be carried out systematically in order to complete the study successfully. The methodology of our study has the following steps:

- Formulating the Research Problem
- Extensive Literature Review
- Developing objectives
- Preparing the Research Design
- Collecting the Data
- Analysis of Data
- Generalization and interpretation
- Preparation of the Report.

LIMITATIONS

- In this Pilot study, the results may not represent the whole sample population, as convenient sampling and a relatively small sample size have been employed.
- The overall findings of this study are encouraging. However, the present results are by no means conclusive.
- The department has allowed the researcher to collect the data from the limited respondents only and limited departments only.

MEASURING QUALITY OF WORK LIFE

- The Richard Walton, an American Professor, played a major role in developing the concept of Quality of Work Life. The eight factors he proposed to measure Quality of Work Life has made the task easy worldwide.
- 1. Adequate and Fair compensation
- 2. Safe and healthy working conditions
- 3. Opportunity to develop human capacities
- 4. Opportunity for career growth
- 5. Social integration in the workforce
- 6. Constitutionalism
- 7. Work and Quality of Life
- 8. Social relevance

MEASURES TO IMPROVE 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. Through (EI), employees feel a sense of responsibility, even 'ownership' of decisions in which they participate. To be successful, however, EI must be more than just a systematic approach; it must become part of the organization's culture by being part of management's philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett-Packard, IBM, General Motors, Ford, etc.

B) QUALITY CIRCLES: Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems. They are a highly specific form of team building, which are common in Japan and gained popularity in North America in the late 1970s and early 1980s. By the 1980s most medium and large-sized Japanese firms had quality control circles for hourly employees. This effort began as a quality improvement program but has since become a routine procedure for many Japanese managers and cornerstone of QWL efforts in many Japanese firms. Several characteristics make this approach unique: (1) Membership in the circle involuntary for both the leader (usually the supervisor) and the members (usually hourly workers), (2) the creation of quality circles is usually preceded by in-house training. For supervisors these sessions typically last for two or

three days. Most of the time is devoted to discussions of small-group dynamics, leadership skills, and indoctrination in the QWL and quality circle philosophies. About a day is spent on the different approaches to problem-solving techniques.

The workers also receive an explanation of the supervisor's role as the group's discussion leader and information on the quality circle concept. (3), as is pointed out in the training, the group is permitted to select the problems it wants to tackle. Management may suggest problems of concern, but the group is empowered to decide which ones to select. Ideally, the selection process is not by democratic vote but is arrived at by consensus, whereby everyone agrees on the problem to be tackled. (If management has been pressing problems that need to be solved, these problems can be handled in the same way that they were resolved before the introduction of quality circles). When employees are allowed to select the problems they want to work on, they are likely to be more motivated to find solutions. And they are also more likely to be motivated to stay on as members of the circle and solve additional problems in the future.

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. More than just enlarging or enriching a job, these approaches may result in more radical changes in the work environment.

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. The key feature of these groups is a high degree of self-determination by employees in the management of their day-to-day work. Typically this includes collective control over the pace of work, distribution of tasks, organization of breaks, and collective participation in the recruitment and training of new members. Direct supervision is often necessary.

QWL is more likely to improve as workers demand jobs with more behavioral elements. These demands will probably emerge from an increasingly diverse and educated work force that expects more challenges and more autonomy in its jobs ± such as worker participation indecisions traditionally reserved for management.

BARRIERS TO QWL

- Resistance to change both by management and employees.
- There is a general perception that QWL implementation will cost much to the organization
- Continuous increase in QWL may result in less productivity, i.e., after a certain level the productivity will not increase in proportion to the increase in QWL.
- Widespread unhappiness due to comparison with colleagues.
- Regional prejudice
- Skepticism about the performance appraisal system and promotion criteria.



CHAPTER II

RESEARCH METHODOLOGY

INTRODUCTION

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

Thus here, the discussion is about the research methods and the logic behind the methods used in context of the study and explanation to why we are using a particular method or technique and what data have been collected and what particular method has been adopted.

SOURCES OF DATA

Data refers to information or facts however it also includes descriptive facts, non-numerical information, qualitative and quantitative information. Data can be broadly classified as- Primary data & Secondary data.

PRIMARY DATA

Primary data is the data collected for the first time through field survey. It is collected with a set of objectives to assess the current status of any variable studied. Primary data reveals the cross-section picture of the object under scrutiny. Therefore primary data are those collected by the investigator for research himself for the first time and thus they are original in character.

SECONDARY DATA

Secondary data refers to the information or facts already collected. It is collected with objective of understanding the part status of any variable or the data collected and reported by some source is accessed and used for the objective of a study. Normally in research, scholars collect published data and analyze it in order to establish the relationship between the variables.

Sources used in the study

PRIMARY DATA

- Questionnaire
- Interview

SECONDARY DATA

- Company website
- Internet
- Books/Journals

TOOLS USED FOR DATA COLLECTION

Data collection tools are instruments used to collect information for performance assessment, self-evaluations, and external evaluations. The data collection tools need to be strong enough to support what the evaluation find during research. The researcher has used the method of interview to collect the information in that organization and other techniques like observation to collect primary data.

QUESTIONNAIRE

The questionnaire contains two parts: Part A and Part B. Part A contain personal questions. The question about name is avoided to get true answers from respondents. The questions such as age and gender are asked because they have individual influence on the study. Part B contains questions relating to the study with options and all of them are given with checkbox so that the employees can easily record their responses.

OBSERVATION TECHNIQUE

It is well known that observation is a method of collecting data with sensible organs in understanding less explained or explained phenomena. In this method the researcher observes some of the data like utilization of resources, level of performance of workers, idle tie given for workers, training frequency etc.

SAMPLE SIZE

50 employees were interviewed by way of questionnaire to know the Quality of Work life they enjoy in the company. Out of which 30 responded back positively.



CHAPTER III LITERATURE REVIEW

The Quality of Work Life (QWL) has assumed increasing interest and importance in all the countries of the World. It is very significant in the context of commitment to work, motivation and job performance. It also means to facilitate the gratification of human needs and goal achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working.

Meaning

Quality of work Life is a Person's life. It covers a person's feelings about every dimension of work including economic rewards and benefits, security, working condition, Organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore we can simply say Q.W.L. is a concern not only to improve life at work, but also life outside work.

Robbins (1989) defines QWL as "a process by which an Organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work." The improvement of quality at the workplace is a concept that has captured the imagination of managers and workers alike. Many perspectives have been drawn by different researchers, but the questions remains, what constitutes a high quality of work life? A high quality of work life (QWL) is essential for organizations to continue to attract and retain employees. The issue of work life quality has become critical in the last two decades due to increasing demands of today's business environment and family structure. Companies offering better QWL and supportive work environments would likely gain leverage in hiring and retaining valuable people and companies with high QWL enjoy exceptional growth and profitability. In the beginning, QWL is synonymous with employability rate, job security, earnings and benefits related to the job. This listing of objective criteria soon changed to job satisfaction as the target assessment criterion.

Despite this shift to a more subjective construct, some researchers, such as Lawler (1975), remained convinced of the need for objective criteria to measure QWL.

Other researchers have attempted to measure QWL in a variety of settings using combinations of various questionnaires such as job satisfaction, organizational commitment,

alienation, job stress, organizational identification, job involvement and finally work role ambiguity, conflict, and overload were studied as proxy measures of QWL.

There appeared to be no one commonly accepted definition for quality of work life. Heskett, Sasser and Schlesinger (1997) proposed that QWL, which was measured by the feelings that employees have towards their jobs, colleagues, and companies would enhance a chain effect leading to organization's growth and profitability.

The key concepts captured in QWL include job security, better reward systems, higher pay, opportunity for growth, and participative groups among others. Walton suggested eight aspects in which employees perceptions towards their work organizations could determine their QWL: adequate and fair compensation; safe and healthy environment; development of human capacities; growth and security; social integrative constitutionalism; the total life space and social relevance.

Various authors and researchers have proposed models of Quality of work life which include a wide range of factors. Selected models are reviewed below :

1. Anand Pawar (2013) studied on QWL and job satisfaction of employees in VTSP to find out the level of satisfaction among employees with regard to various job related aspects. The study is descriptive in nature and based on both primary and secondary data. The data were collected from the workers and employees of the organization with the help of questionnaire relating to the demographic profile of employees and 20 statements relating to various factors of QWL and job satisfaction. The sample was selected based on stratified random sample technique and sample size was 246 employees out of 2464 employees. To measure the QWL and job satisfaction of employees, major factors were included in this study and they include: (i) good wages and salaries; (ii) rewards the talented and hardworking; (iii) a safe and healthy environment; (iv) good working conditions; (v) good interpersonal relations and (vi) superiors are considerate and helpful. Non-probability sampling technique used to test the hypotheses and chi-square test has been used to find out the relationship between two variables. The result showed that there is dissatisfaction in the interpersonal relations between the cadre wise and no proper grievance handling procedure adopted among the employees which affect the job satisfaction.

2. 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 and LISREL software. 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.

3. H. Mohammadia & M. A. Shahrabib (2013) conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire was distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry used t-test to find the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction.

4. Sorabsadri & Conrad goveas (2013) studied on sustainable quality of work life and job satisfaction among employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi - square used for the data analysis. The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees’ perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

5. Aloys.N.K (2013) studied on working Environment Factors that Affect QWL among Attendants in Petrol Stations in Kenya. The objective was to identify working environment affect QWL. The method used was exploratory survey with coefficient of co-relation test for data analysis. Findings showed that positive co-relation between work environment and mode of QWL job enrichment, job rotation, autonomous, flexible working time, workgroups, career growth and development, relation with supervisor. The result showed that there is no significance relation between experience, career growth and development. There was the most significant relationship between work environment and organizational trust then physical environment. The relationship between colleagues and supervisor affects the work environment on QWL.

6. Chandranshu Sinha (2012), factors affecting quality of work life: Empirical Evidence from Indian Organizations. Sampling size was taken for this research was 100 employees and Career growth & development, Organizational Culture, emotional supervisory support, flexible work arrangement, employee motivation, Organizational commitment, job satisfaction, rewards and benefits and compensation used as a dimensions of QWL. Data analysed through Kaiser Meyer Olkin which determine the sufficiency of the sample size and

Bartlett test of sphericity was calculate the meaningfulness of the correlation matrix and factor analysis.

According to this research paper comes on conclusion that profit of successful organization is not achieved at the expense incurred to the employee by organization.

7. D. Chitra et al (2012) focused on Employees' Perception on Quality of Work Life and Job Satisfaction in manufacturing organization – an Empirical study. The objective was to find the perception of employee's impact on Job satisfaction. Convenience sampling method used for the data collection and questionnaire received 251 employees out of 460 employees. Three variables of QWL were used such as meaningfulness, pessimism about organizational change and self- determination and job satisfaction. Test used for data analysis were factor analysis, Bartlett test and Kaiser-Meyer-Olkin. The Findings showed that three QWL variables are significantly related to job-satisfaction and perception of employees towards QWL also directly related to Job satisfaction. There is no satisfaction towards other job related aspects such as health care benefits, working environment, flexible work, relationship with peers and superiors.

8. G.S.S. Nair (2013), a study on the effect of quality of work life on organizational citizenship behavior – with special reference to college teachers in Kerala. 8 dimensions of QWL were used for study: Adequate and fair compensation, Safe and Healthy Environment, Growth and Safety, Social Integration, Social Relevance, development of human capabilities, Constitutionalism and Total Life Span and 2 dimensions of OCB: conscientiousness (job dedication) and altruism (helping co-workers) was used as variables. It is a descriptive study and used Inventory to collect required information. The sampling method used in this study is purposive sampling which means sample were selected by the researcher subjectively. T-test was used for the data analysis. The result showed that there is a significant difference in the effect of the QWL on the OCB between Men and Women. The women reported to show higher level of conscientiousness (Job dedication) when compared to men and other one is a significant relationship between the Quality of Work Life and Organizational Citizenship Behavior based on Altruism (helping co-workers).

9. Lau (2000) studied on Quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and QWL. This research evaluated the performances, in terms of growth and profitability, based on a sample of QWL and S&P 500 companies. 29 QWL companies remained for the purpose of this study. The control group consisted of 208 service companies selected from the list of S&P 500. The results showed QWL companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that QWL companies indeed enjoyed higher growth rates than those of

S&P 500 companies, and their differences are statistically significant. On average, QWL Service companies have an average sales growth rate while the control group companies have below average.

10. R. Indumathy et al (2012) studied on quality of work life among workers with special reference to textile industry in Tripura district – a textile hub to find out the measurement adopted by the organisation to improve the QWL. The research design was chosen as descriptive in nature. The sample size taken to conduct the research was 60 workers out of the 600 workers. For this study, the sampling technique was convenient sampling. Structured interview schedule was used for primary data collection and chi-square analysis, weighted average score and simple %age used for the data analysis. The result showed that there is no significant relationship between Total work experience and Salary, Gender and Overall job satisfaction. There is significant relationship between Total work experience and Overall job satisfaction and between Educational qualification and Salary.

According to **Walton and Davis**, they believes the term QWL was introduced in the late 1960s as a way of focusing on the effects of employment on health and general well-being and ways to enhance the quality of a person's on the job experience. QWL is much broader and more diverse than organizational development, in ensuring adequate and fair compensation, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities and the social relevance of work-life. Quality of Work Life (QWL) has been defined as “The quality of relationship between the employees and the total working environment”. QWL is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness. In an organization, a high level of quality of work life (QWL) is necessary to continue to attract and retain employees.

Some researchers propose that the key constructs of QWL are higher payment, job security, better reward systems, growth opportunity and participative groups among others. Lau, Wong, Chan and Law explained QWL as the suitable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Serey defined QWL: is quite conclusive and best meet the contemporary work environment. The definition is related to meaningful and satisfying work. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that

require independent initiative and self direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well.

Walton proposed eight major conceptual categories relating to QWL as

- 1) Adequate and fair compensation,
- 2) Safe and healthy working conditions,
- 3) Immediate opportunity to use and develop human capacities,
- 4) Opportunity for continued growth and security,
- 5) Social integration in the work organization,
- 6) Constitutionalism in the work organization,
- 7) Work and total life space and social relevance of work life.

Lawler proposed there are three distinctive elements of QWL related interventions:

- 1) A concern about the effect of work on people as well as organizational effectiveness,
- 2) The idea of worker participation in organizational problem solving and decision making
- 3) The creation of reward structures in the workplace which consider innovative ways of rewarding employee input into the work process such as gain sharing.

Hood and Smith argue that managers' close attention to QWL variables can facilitate more human work environment which includes not only personnel basic needs but also higher levels of needs, continues development and developed performance.

FACTORS AFFECTING QUALITY OF WORK LIFE:

QWL is said to differ from job satisfaction but QWL is thought to lead to job satisfaction. Some researchers saw QWL as a hierarchy of concepts that include non-work domains such as life satisfaction (at the top of the hierarchy), job satisfaction (at the middle of the hierarchy) and more work-specific facets of job satisfaction including such things as pay, co-workers, and supervisor (lower in the hierarchy). Although QWL originated over three decades ago, the interest in the construct has not waned entirely. During the 1990s, scholars and practitioners regained an interest in the study of QWL and this concept has become of renewed concern and increased importance to the organization and its human resources both in terms of employee job satisfaction and in terms of the ultimate performance of the organization. People began to know more about quality of work life when the United Auto Workers and General Motors introduced a QWL program for work reforms. The list of QWL factors and literature review is not meant to be exhaustive of all possible theories or variables rather the emphasis in this study is placed on testing the relative frequency with which various QWL factors emerge while analyzing employees' versions of high-quality working-life experiences.

A brief introduction and review of the 12 QWL factors working towards the development of organizations most valuable assets (employees) for gaining competitive advantage in the market, examined in this study are provided in the following section.

Communication: Achieving some level of personal growth may be quite related to the quality of communication in the organization. Proper communication plays a pivotal role to achieve results in this priority area. Organizations could improve the quality of working life through improving the nature and quality of communication of the mission and vision through the use of team briefings as a first step in the process of employee participation. Besides the traditional methods of information sharing through house journals, notice boards, shop campaigns, etc., novelty can be experienced for orienting shop communication in tune with the process of work, the starting point is that new work practices have deeply changed the way firms. Traditional "Taylorist" organizations were based on hierarchical communication and required from their employees specialized skills consistent with the standardization of the production process. On the contrary, reorganized enterprises have more horizontal communication channels and favour multi-skilling as opposed to specialization. Despite the difficulty of identifying what is really "new" in terms of communication, some workplace practices respond to globalization and changes in the technological environment,

which make information processing, adaptability, and product quality keys for firm competitiveness.

Career Development & Growth: The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market. It has been found that there are numerous literatures available on this concept in relation to QWL. Gallie (2003) suggests that there is a comparison of employees' perceptions of the quality of working tasks, the degree of involvement in decision making, career opportunities, and job security to see whether the Scandinavian countries have a distinctive pattern from other European Union countries. Another empirical study was done to predict QWL in relation to career-related dimensions. The sample consists of 475 managers from the free trade zones on Malaysia for both multinational corporations (MNCs) and small and medium industries (SMIs). The results indicate that three exogenous variables are significant: career satisfaction, career achievement, and career balance, with 63 per cent of the variance in QWL. In fact a high-quality work life was perceived to be one in which there was an opportunity to develop close personal ties and achieve career goals with an absence of excessive job stress. To the extent that when organizations have an understanding attitude toward employees who combine work and family roles (family responsive culture), employees are not likely to worry about career opportunities if they reduce their working hours due to family responsibilities.

Organizational Commitment: The relationship of organizational commitment with work life quality is another aspect of working life that is often investigated by researchers. Studies have concluded that committed employees' remains with the organization for longer periods of time than those which are less committed have a stronger desire to attend work, and a more positive attitude about their employment. Steers (1977) concluded that "commitment was significantly and inversely related to employee turnover." According to Arthur (1994) when organizations seek to foster a philosophy of commitment, then the likelihood of an employee searching for employment elsewhere is lowered. Owens (2006) had a similar finding that employees that had a higher level of commitment also had a higher level of "turnover cognitions". A higher score in "turnover cognitions" indicated that the employee had a more favourable attitude and was less likely to consider turnover representing an inverse

relationship of commitment and turnover. The aforementioned studies are representative of much of the research available relating to commitment and turnover. Commitment has a significant and positive impact on job performance and on workforce retention. The underlying belief is that a more committed employee will perform better at their job.

Emotional Supervisory Support: It has been suggested that emotional support at work helps balance work and family roles because it contributes to the employee's energy level. A supportive supervisor may help boost an employee's energy level by discussing family-related problems, reinforce the employee's positive self-image by giving feedback, and reduce stress by showing understanding for the employee's family life. Using insights from the enrichment approach. Greenhaus and Powell (2006), said that they expect that such emotional resources help boost employees' work outcomes most when they replace resources that employees lack at home. On the basis of the conflict approach, one could argue that employees have more need for supervisor support because they have heavier family demands. Supervisor support, however, is not aimed primarily at combining work and family tasks. Instead, it helps employees in general function better at work and find a work life fit. We therefore expect that employees with the fewest resources at home profit most from supervisor support.

Flexible Work Arrangement: Flexible work arrangements (flexitime and telecommuting) are thought to contribute to job motivation and dedication. They also enable the employee to use time more efficiently by scheduling activities in a way that suits his or her situation best (Hill, Ferris, & Martinson, 2003). Telecommuting actually saves the employee time, as it saves time commuting that cannot be used for work or family activities. Following the conflict approach, flexible work arrangements pay off most among parents as they have heavier demands for which they need time and energy to balance multiple roles. Previous studies, however, have shown that flexible work arrangements can have disadvantageous side effects because they blur the boundaries between family and work, thus increasing work-family conflict. For example, in a research it showed that flexitime and telecommuting led to more time pressure in the long run among employees with children, and some telecommuters experienced more work-family interference with increasing stress. We expect, therefore, that the enrichment approach is more applicable for explaining the effects of flexible work arrangements on work outcomes. According to this approach, employees without other household members may have most need for flexible work arrangements. For example, when

unexpected situations arise at home, such as plumbing repairs, an employee with a partner and children may be able to count on family members to stand in. Moreover, telecommuting for single employees is presumably more efficient, assuming that these employees have fewer interfering family tasks.

Family-Responsive Culture: In addition to providing flexible work arrangement and emotional supervisor support, the organization's culture toward combining work and family roles is at least as important for employees seeking work-family balance. A supportive work environment provides the employee with emotional resources, such as understanding, advice, and recognition. When organizations have an understanding attitude towards employees who combine work and family roles (family-responsive culture), employees are not likely to worry about career opportunities if they reduce their working hours due to family responsibilities. In line with the conflict approach, we expect that a family-responsive culture is only relevant for employees who have substantial family responsibilities, such as parents and couples. The enrichment approach, expected to be most effective for employees with the fewest family resources, is less applicable in this case, because singles do not need this particular resource. A family-friendly culture may even lower singles' work outcomes if they feel excluded by such a culture.

Employee Motivation: The general perception is that people leave organization for higher pay. This hypothesis, though intuitively quite appealing, is often not sufficient in describing the entire picture with regard to sales force turnover. Because the Hawthorne studies (19th century) have already proved long back that money is not the only motivator, where as other environmental factors also play a significant role for employee motivation and performance. It is important to recognize that individuals have unique motives for working and quite often it is complex to know what motivates employees. Though there is no universally accepted definition of the term QWL, yet there is consensus in the research literature that QWL involves a focus on all aspects of working life that might conceivably be relevant to worker satisfaction and motivation, and that QWL is related with the well-being of employees.

Organizational Climate: Various facets of organizational climate have been measured and used in previous researches on QWL. Literature suggests three of them are primary, namely, affective, cognitive and instrumental. The affective facet of organizational climate primarily comprises of the quality of relationships in the organization. This is a critical component of

the social relations aspect of climate and has been used in past climate studies. The cognitive climate facet consists of a sense of deriving intrinsic rewards from one's work comprising of meaningfulness, competence, self-determination, impact and work-family interference. Meaningfulness has been described as the "engine" of empowerment, which gives the feeling that you are doing something that is worth your time and effort and it is worthwhile in the large scheme of things; competence is the confidence you feel in your ability to do your work well; self-determination is the freedom to choose how to do your work; and impact involves the sense that the task is proceeding and that you are actually accomplishing something and making a difference in the organization. Together these individual dimensions of cognitive climate suggest that if employees do not experience these cognitive elements of their work, they may become dissatisfied along with the level of work-family interference which describes the extent to which an employee's work demands interference with family responsibilities. The instrumental climate facet is defined as follows: work processes, structure, and extrinsic rewards including access to resources and time control. Access to resources includes access to work space, funds, support staff, supplies and materials. Time control on the other hand denotes the ability of employees to control the time at work and give priority to what they perceived to be the most important task at hand.

Organizational Support: Besides, organizational climate, the level of support offered by the organization is also an indication of the work-life quality in organizations. Organizational Support is defined as the extent to which employees perceive that the organization values their contributions and cares about their wellbeing. This is a key factor in influencing employee commitment to the organization, job satisfaction, and general quality of work life. Many researchers have studied the relationship between perceived organizational support and work-life quality of workers and have found it to have a positive impact on organizational commitment, employee performance as well as job satisfaction.

Job Satisfaction: The relationship of job satisfaction with work life quality is another aspect of working life that is often investigated by researchers. Job satisfaction is one of the central variables in work and is seen as an important indicator of working life quality determining the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having sense of enjoyment in one's work is reflective of Herzberg's Hygiene factors in his theory of motivation.

Rewards & Benefits: Hackman and Oldhams (1980) highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. They emphasized the personal needs are satisfied when rewards from the organization such as compensation, promotion, recognition and development meet their expectations, which will lead to an excellent QWL. In a research, it was found that employees and supervisors were satisfied with their pay and benefits and were also motivated to work productively, but they were dissatisfied with the technology in use and felt too much supervisory control. In a study to explore the relationship between work-life experiences and personal life of employees it was observed that workers are likely to perceive their workplace in a positive way, if certain conditions exist in the workplace. The conditions identified by them include having reasonable demands, high intrinsic and extrinsic rewards, good social support, influence over workplace decisions, and available resources to do the job.

Compensation: Besides rewards and benefits the level of support created by the compensation structure is also an indication of the work-life quality in organizations. Many organizations claim to base pay raises on performance, but that is not actually the case. Some companies try to emphasize a team environment, but continue to reward people for individual achievement. These inconsistencies can cause frustration and cynicism by employees. It is especially difficult when employees are not seeing significant pay raises, yet company leaders are richly rewarded. The entire organization must buy into the culture of employee development. Sears created a new compensation system when they got into the business of employee development. Whereas they used to only offer pay increases to employees who were promoted, they have moved to a system where people may see a pay increase for lateral moves that are appropriate for their own development.

QWL IN INDIA

The quality of work Life (QWL) Apart from ensuring fair pay, the fair treatment of employees and safe working conditions, many companies respond to specific employee needs. In India, some of the companies that emphasize the quality of work life are Hewlett-Packard, Smith Kline Beecham, American Express, Colgate Palmolive, Gillette, Dr.Reddy's Laboratories, Reliance and Maruti Udyog Limited, .HP allows flexible working arrangements for its employees and follows certain innovative practices such as allowing employees to avail leave for special occasions (marriage, exam preparation, adoption of a child, bereavement in the family, and paternity). QWL in India has emerged as a movement. Following are the factors that led to the QWL movement in our country:

1. Changing profile of the Indian worker from and illiterate, rural, low caste individual to educated, urban and essentially belonging to upper strata of caste structure has made him/her more concern for own hopes and aspirations.
2. That worker is not just like other factors of production such as, machinery, land, and capital but a human being with feelings and emotions, has made organizations behave with workers accordingly. The establishment of a separate Ministry of Human Resource Development by the Government of India is a testimony to such realization.
3. In India, around 10 per cent of workers in organized sector are unionized. The past record relation to labour unions lends enough evidence that the unionized work force has been much vocal for demands of one type or other.
4. That human behaviour is highly unpredictable and complex underlines the need for the study of organizational behaviour. QWL is one of the newer concepts experimenting how to make effective utilization of human resources.

QWL in India seems in practice in a variety of operational systems like workers participation, job enrichment, quality circles, etc. Here, an attempt has been made to give an overview of these in terms of their broad coverage and experiences of Indian organization with them.

CHAPTER IV

DATA ANALYSIS & INTERPRETATION

Data for the project was collected by distributing questionnaires to the respondents randomly by way of goggle forms. In all data was collected from 30 people who are employed in the organization.

Gender Ratio : Out of the 30 respondents 20% i.e.6 respondents were females who are currently employed and 80% were males. This has been shown in the pie diagram below. This shows that the company has gender ratio gap and recruiting makes sure that equal importance is been given to Females as that of Males.

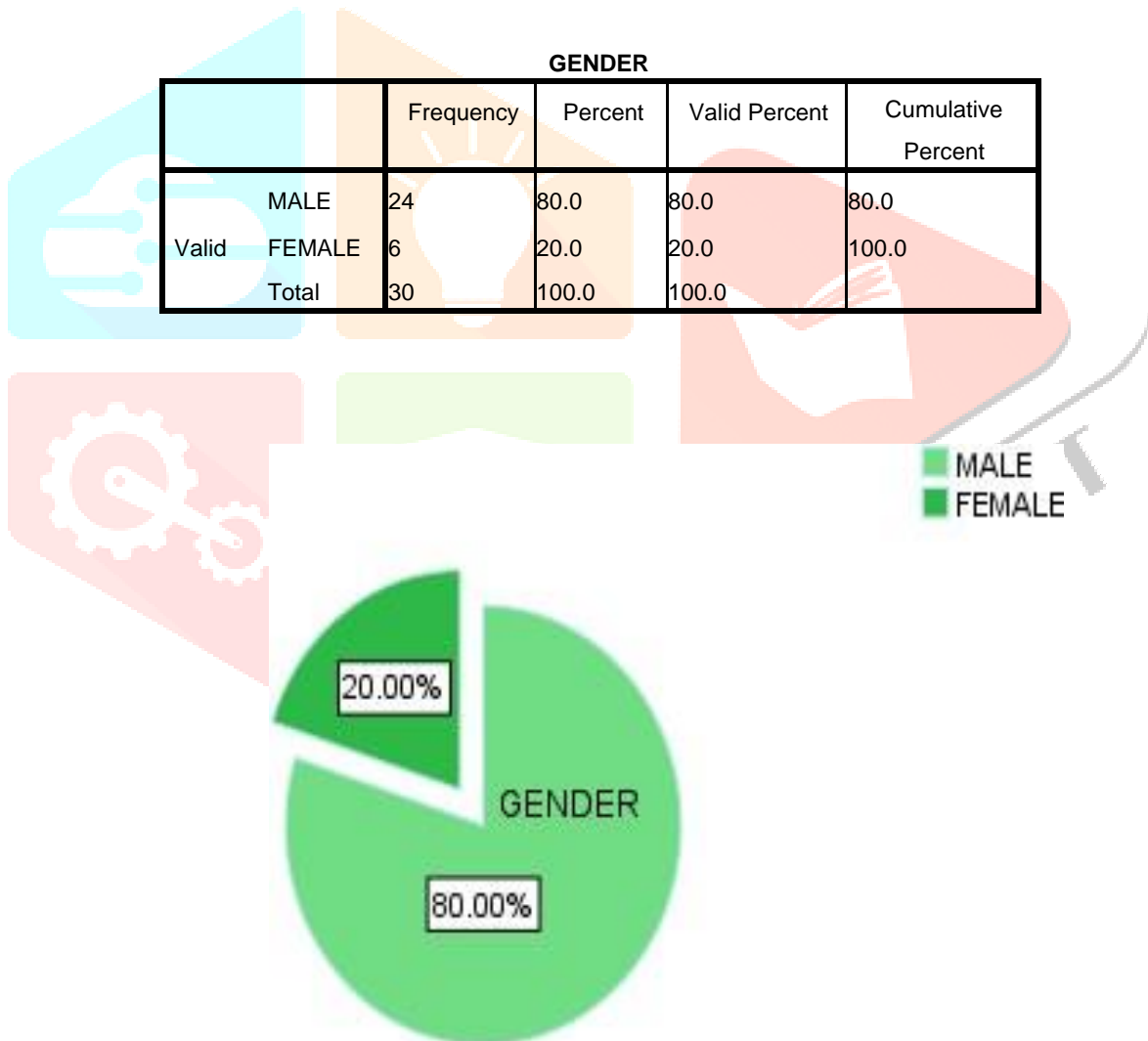


Figure 1 : Gender Ratio of Employees

Working Experience: Out of the 30 employees interviewed around 26.67% respondents were working with Hospital for less than 1 year whereas, just one respondent working for more than 10 years in the same company. Hospital which started in the year 2000, has been able to retain some of its first employees. With its expansion, it has hired new employees, which is evident from the data. This means that a good number of respondents have a recommendable working experience and they have been exposed to factors that affect quality of work life in Hospital.

This has been shown in the pie diagram below.

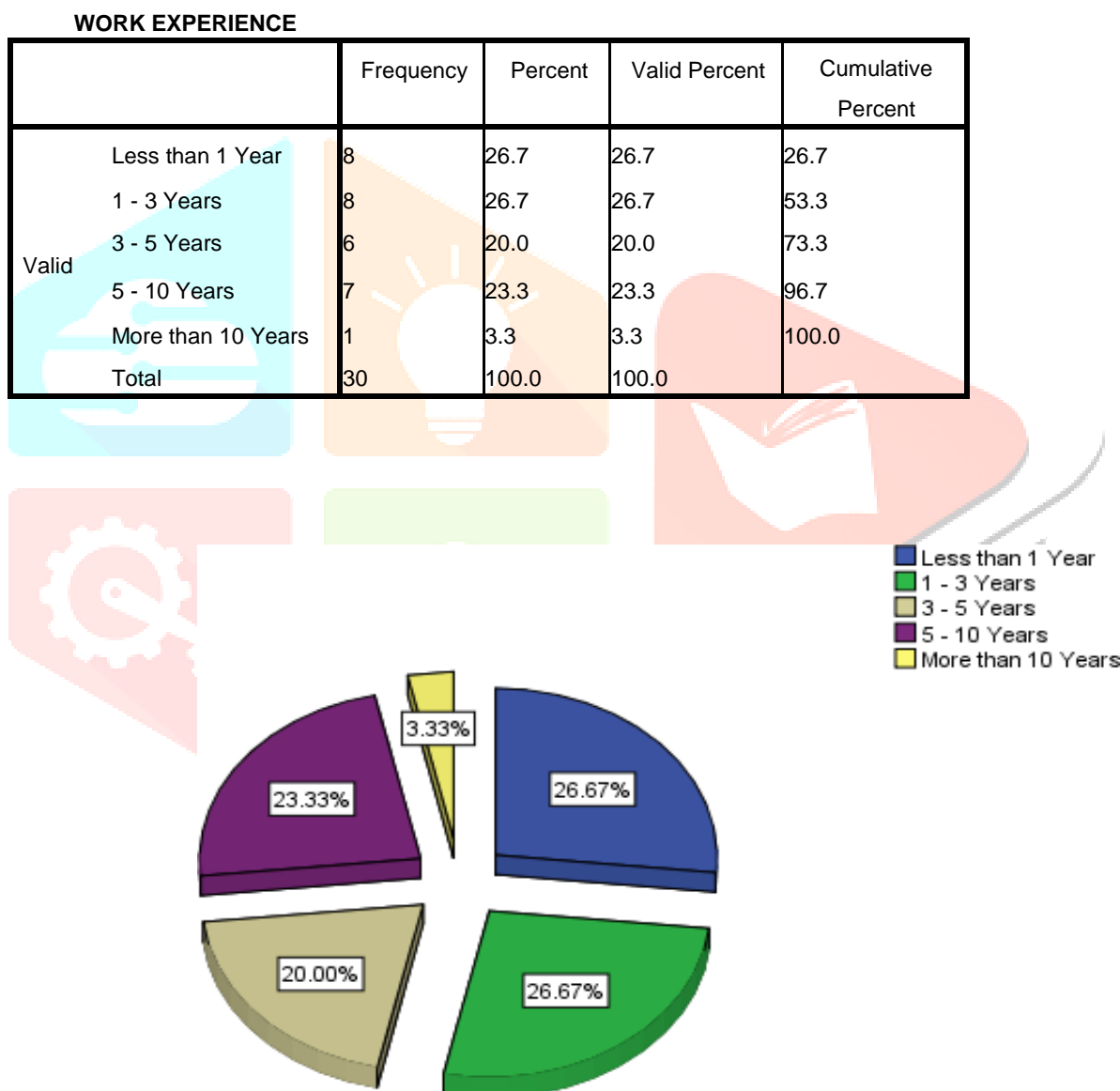


Figure 2 : Work experience of employees

Age of the employees

Out of 30 employees only 1 employee is above 55 years. 43% of the respondents fall in the age bracket of 46-55 years which means that the company has well planned succession management and is absorbing young talents at workplace. 13% of the employees are below 25 years age.

AGE GROUP OF THE EMPLOYEES

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25 yrs	4	13.3	13.3	13.3
26-35yrs	5	16.7	16.7	30.0
36-45yrs	7	23.3	23.3	53.3
Valid 46-55yrs	13	43.3	43.3	96.7
Above 55yrs	1	3.3	3.3	100.0
Total	30	100.0	100.0	

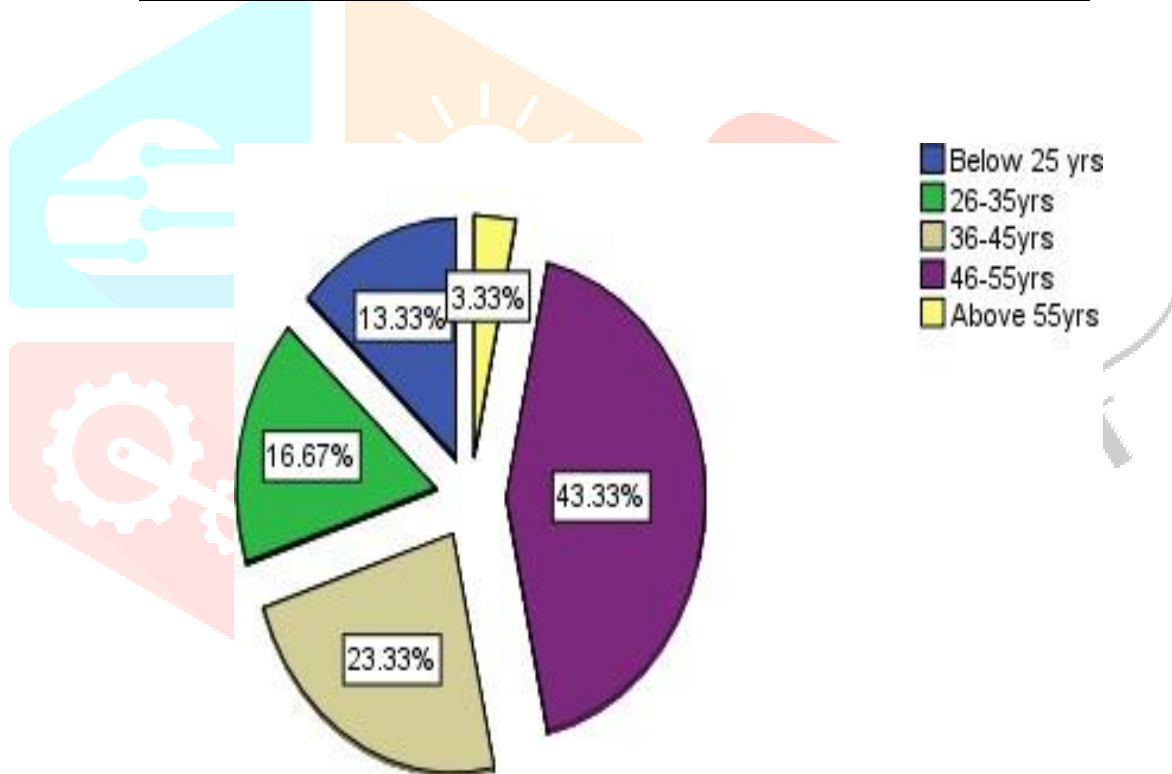


Figure 3 : How long have you worked in your present job for your current employer?

Motivation Of the employees: 40% of the employees says that they are fairly motivated by their supervisors or managers that their quality of work life is less than average however, their motivation was high despite dissatisfaction in salaries paid. 36% employees said that they don't feel either motivated or de-motivated.

MOTIVATION LEVEL

	Frequency	Percent	Valid Percent	Cumulative Percent
HIGHLY	7	23.3	23.3	23.3
FAIRLY	12	40.0	40.0	63.3
NEITHER MOTIVATED NOR DEMOTIVATED	11	36.7	36.7	100.0
Total	30	100.0	100.0	

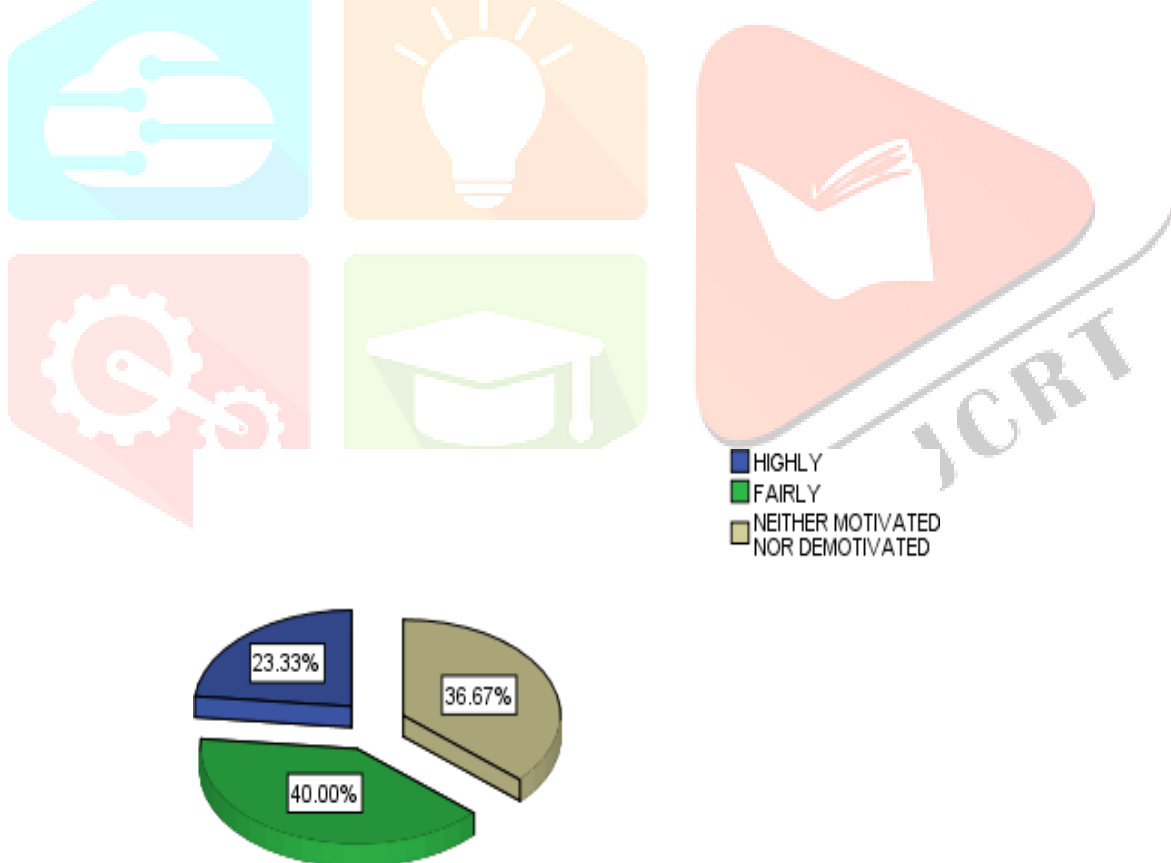


Figure 4 : How are you being motivated in the work environment?

COMMENTS & SUGGESTIONS: Research shows that operational staffs are informally involved in participative decision making related to the work. Participation in decision making in organization results in much greater satisfaction of employees and increases their productivity and profit of the organization. It empowers the employer to achieve which in return empowers the employee to give his best. 57% of the respondents prefer offering comments and suggestions and participate in decision making process of the company.

OFFERS COMMENTS & SUGGESTIONS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid YES	17	56.7	56.7	56.7
Valid NO	13	43.3	43.3	100.0
Total	30	100.0	100.0	

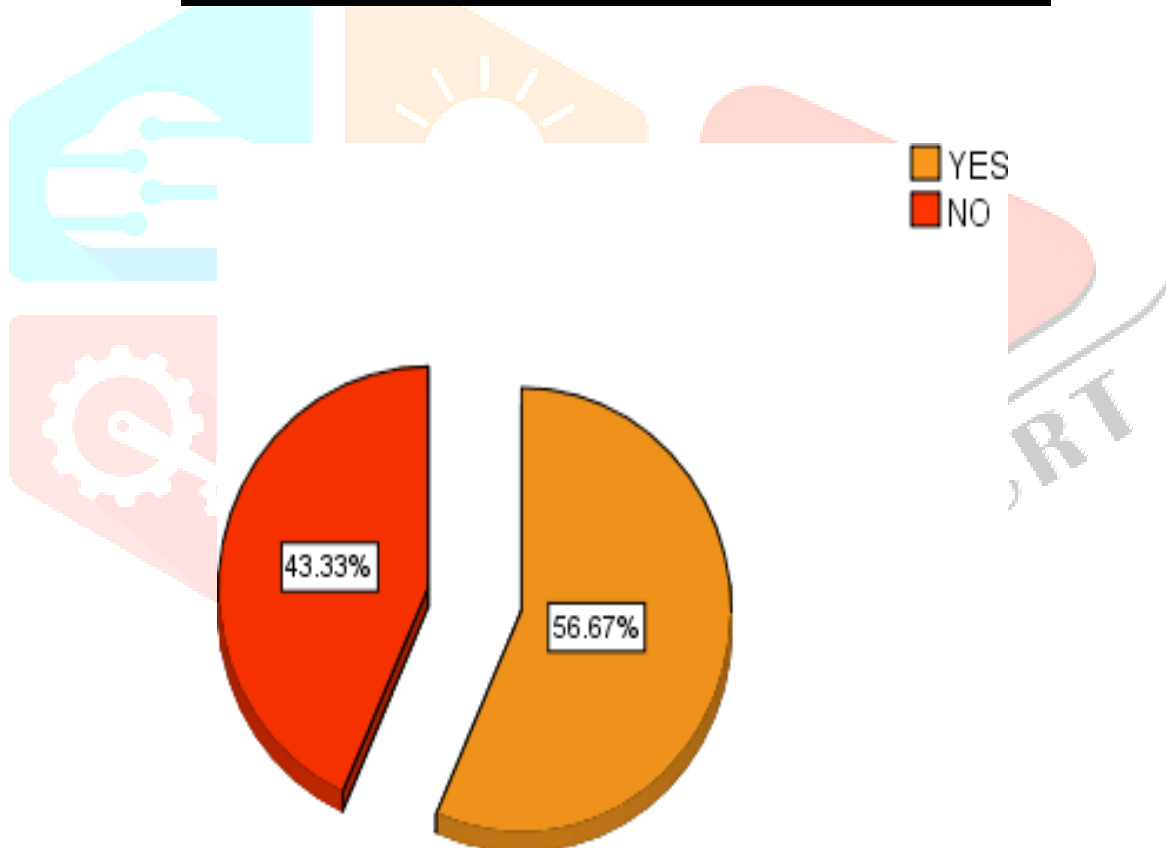


Figure 5 : Do you feel free to offer comments and suggestions in our work environment?

LEADERSHIP: Research shows that, 50% of the respondents have supportive relationship between Superiors and Subordinates. It shows that perception of supervisors has an effect on many employee outcomes related to production. The supervisor is responsible for making sure that the work performed by subordinates effectively adds to the productivity of the organization therefore if the employees are not able to perform duties somewhere the supervisor or the manager is responsible. Trust factor plays an important role for the relationship building which helps in the intentional increase in the duties and responsibilities of the employee. Allowing the employees to enable them to perform duties with a level of control and authority within an organization improves, both individual motivation and organizational productivity. 26% of the respondents feels that the leadership style is autocratic while 23% of the respondents feels that the leadership style is democratic.

TYPE OF LEADERSHIP IN ORGANISATION

	Frequency	Percent	Valid Percent	Cumulative Percent
AUTOCRATIC	8	26.7	26.7	26.7
SUPPORTIVE	15	50.0	50.0	76.7
DEMOCRATIC	7	23.3	23.3	100.0
Total	30	100.0	100.0	

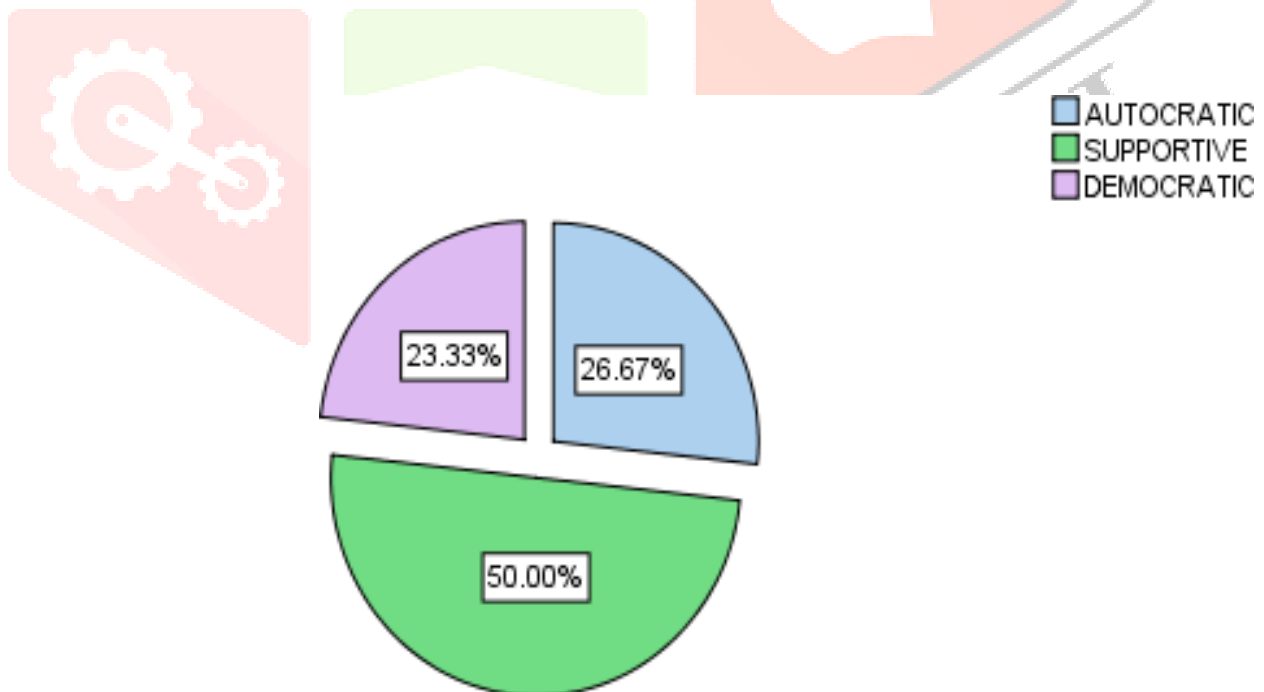


Figure 6 : What type of leadership exists in your organisation?

JOB SATISFACTION: The survey shows that 40% of the employee are neutral about their job. Job satisfaction is the expression of employee satisfaction and employee performance as a desired outcome of employees for their involvement in the organization. Around 27% respondents are satisfied with their job. However, 33% feel that they are dissatisfied with the job. It is considered as an emotional reaction towards the positive or negative judgment of the various aspects of job experiences. Hence, employee experiences and expectations of the work life may be expressed in terms of employee satisfaction with the work.

Job satisfaction is the most studied construct in business science and organizational behaviour. Because of the enormous importance, job satisfaction is a widely used research topic which relates with different issues such as life satisfaction, organizational commitment and employee turnover. The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke who describes job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”.

LEVEL OF SATISFACTION IN JOB

	Frequency	Percent	Valid Percent	Cumulative Percent
SATISFIED	8	26.7	26.7	26.7
NEUTRAL	12	40.0	40.0	66.7
Valid DISSATISFIED	10	33.3	33.3	100.0
Total	30	100.0	100.0	

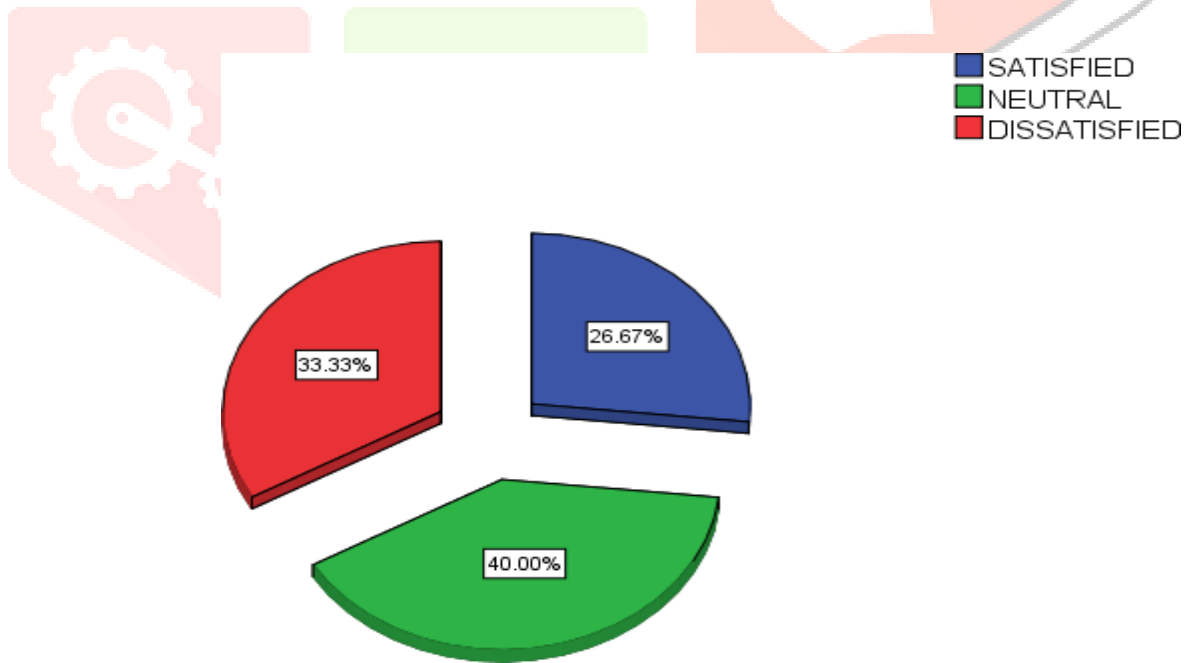


Figure 7 : Do you feel comfortable and satisfied with your job?

GRIEVANCE HANDLING: The research shows that, 33% the respondents have high confidence and 40% have moderate confidence in company’s grievance handling system. Respondent’s confidence in the grievance handling system is the ability to provide justice and is strongly related to their loyalty to the union or company. Greater loyalty is also related to greater participation in work. QWL may pose a greater threat in situations where the grievance procedure is ineffective and, therefore, unable to promote a sense of justice in the workplace. Individual grievances’ which needs to be resolved through the grievance procedure, are sometimes brought to Quality Circles.

GRIEVANCE HANDLING				
	Frequency	Percent	Valid Percent	Cumulative Percent
HIGH	10	33.3	33.3	33.3
MODERATE	12	40.0	40.0	73.3
Valid LESS	5	16.7	16.7	90.0
VERY LESS	3	10.0	10.0	100.0
Total	30	100.0	100.0	

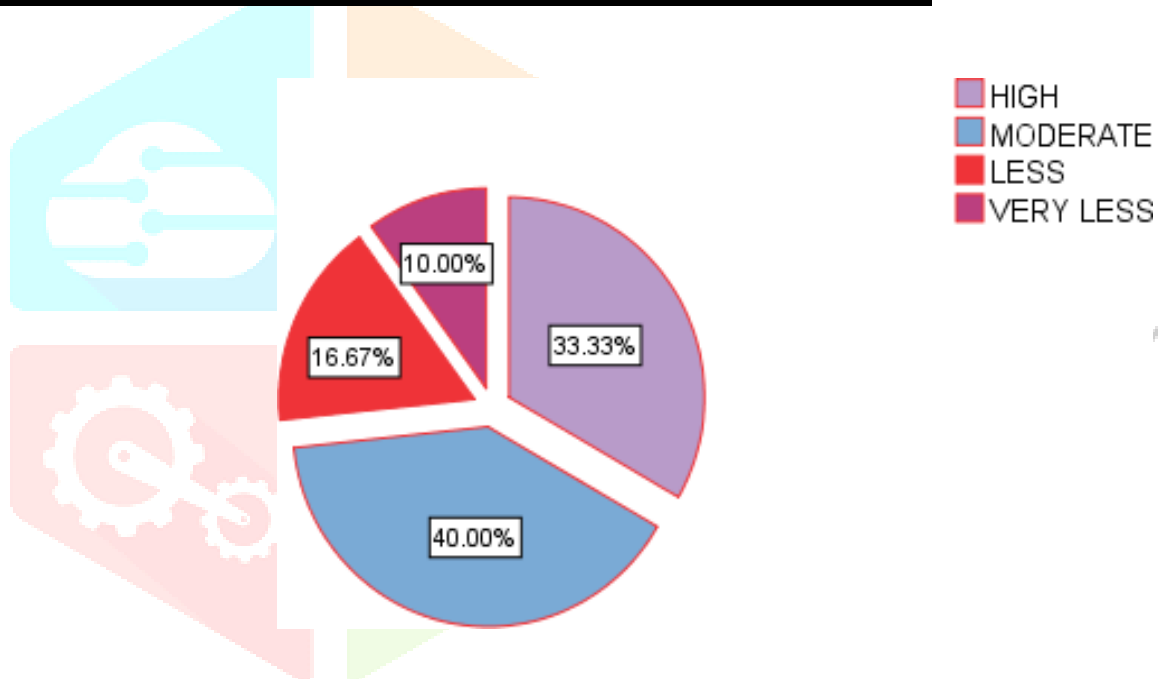


Figure 8 : Is the organisation’s employee grievance handling cell fulfils and overcomes your grievances?

HEALTH CARE AND MEDICAL FACILITIES : Their results indicated that higher job demand leads to higher strain work environment; hence, it affects workers’ health and well being. An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. Here at Hospital the employees are covered with medical insurance which includes their family members (mother, father, spouse and children). 63% of the employees weresatisfied with this facility).

HEALTHCARE & MEDICAL FACILITIES

	Frequency	Percent	Valid Percent	Cumulative Percent
HIGHLY SATISFIED	2	6.7	6.7	6.7
SATISFIED	19	63.3	63.3	70.0
NEUTRAL	4	13.3	13.3	83.3
DISSATISFIED	4	13.3	13.3	96.7
HIGHLY DISSATISFIED	1	3.3	3.3	100.0
Total	30	100.0	100.0	

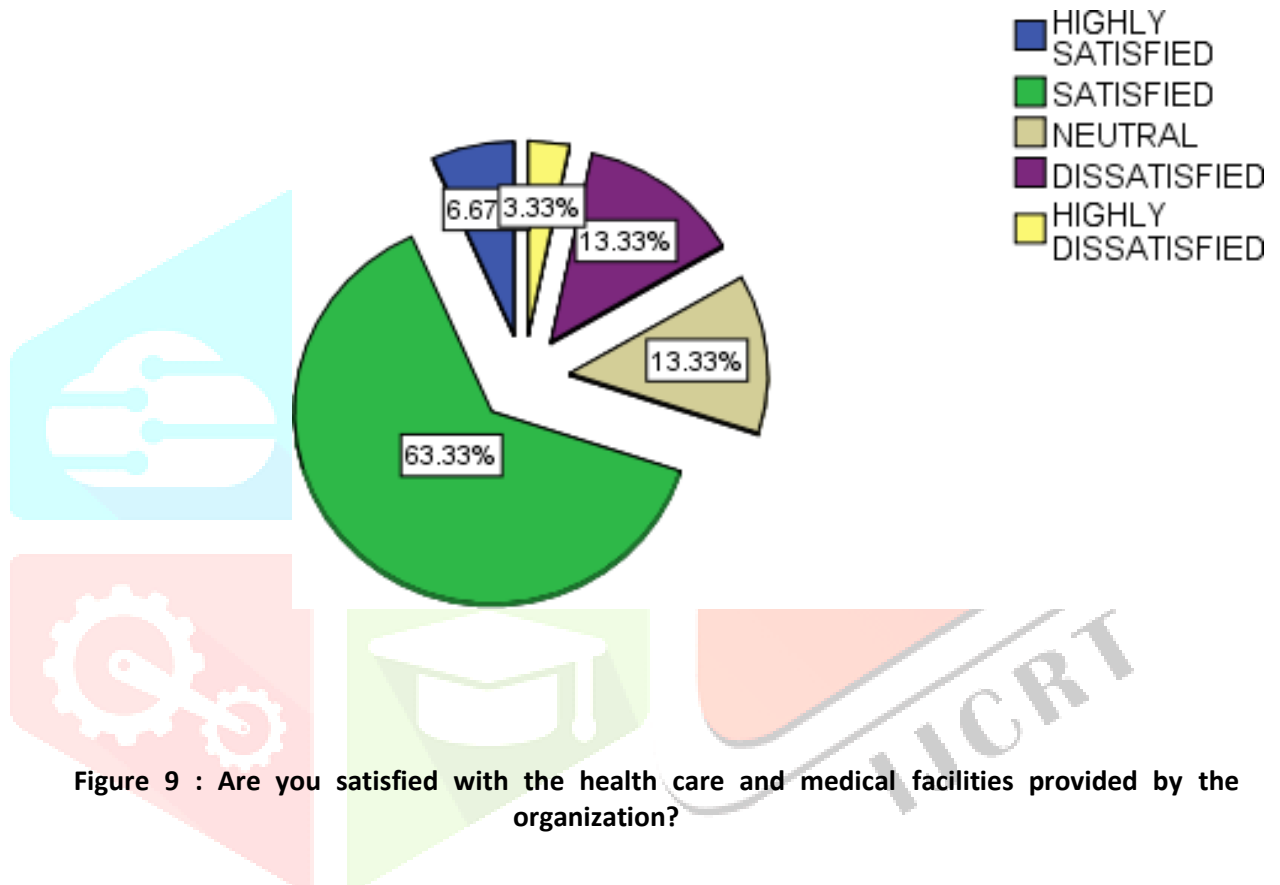


Figure 9 : Are you satisfied with the health care and medical facilities provided by the organization?

Stress : 57% of the respondents said that they find their job moderately stressful whereas, 37% employees said that they always find their job stressful. Such factors included equipment that is in bad condition, such as damaged computers and photocopiers. Accumulation of work was also caused by absence of stores such as printing papers and ink. The respondents were asked if they work extra hours and if, this extra time worked by them are initiated or made compulsory by the employer or the organization. The employees said that they work extra hours on their own and not on company’s requirement. This shows that the employees are burdened with work load that they have to stay back to complete the given tasks.

STRESS LEVEL AT WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
VERY HIGH	2	6.7	6.7	6.7
HIGH	11	36.7	36.7	43.3
Valid MODERATE	17	56.7	56.7	100.0
Total	30	100.0	100.0	

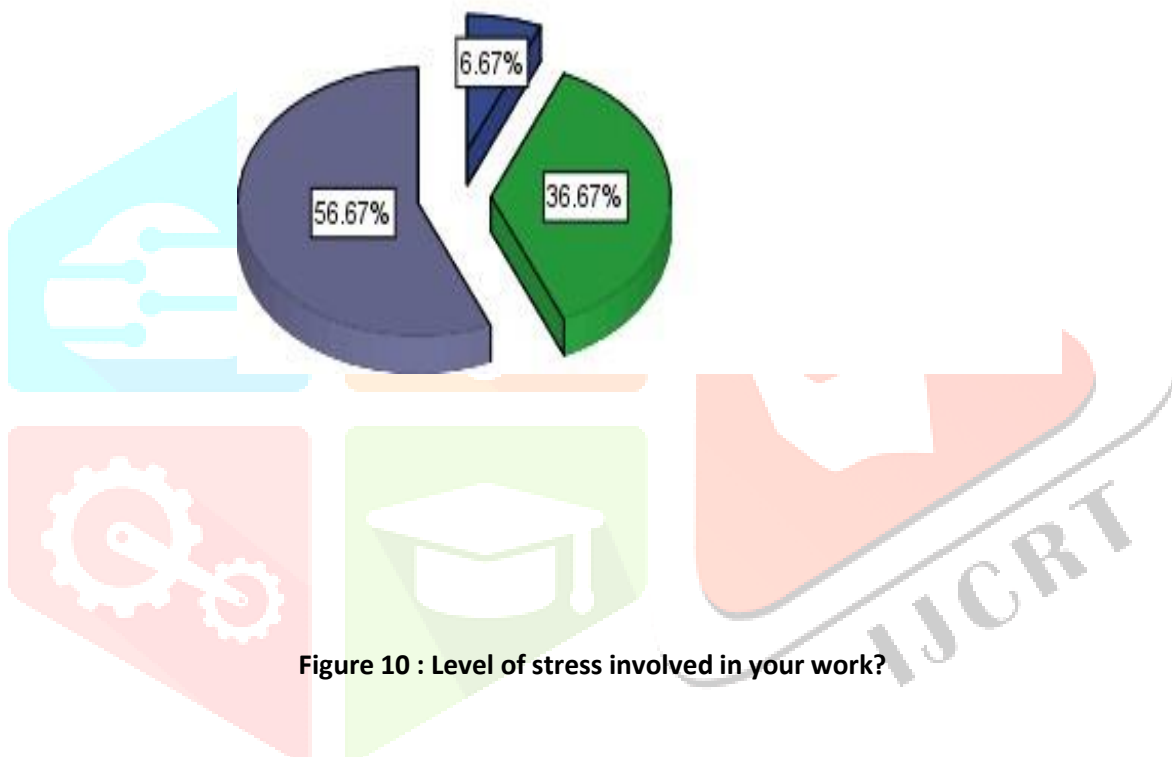


Figure 10 : Level of stress involved in your work?

TRAINING & DEVELOPMENT : Training and Development programs are the framework for helping employees to develop their personal and professional skills, knowledge, and abilities. Around, 57% of the employees are satisfied with the T&D programs offered by the company and 17% are dissatisfied. These programmes improve employee performance at workplace, updates employee knowledge, enhances their personal skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee promotion, rewards, compensations, welfare facilities, etc. These training programs also help the

managers in succession planning, employee retention and motivation. It creates efficient and effective employees in the Organization.

TRAINING & DEVELOPMENT PROG

	Frequency	Percent	Valid Percent	Cumulative Percent
SATISFIED	17	56.7	56.7	56.7
MODERATE	6	20.0	20.0	76.7
Valid DISSATISFIED	5	16.7	16.7	93.3
HIGHLY DISSATISFIED	2	6.7	6.7	100.0
Total	30	100.0	100.0	

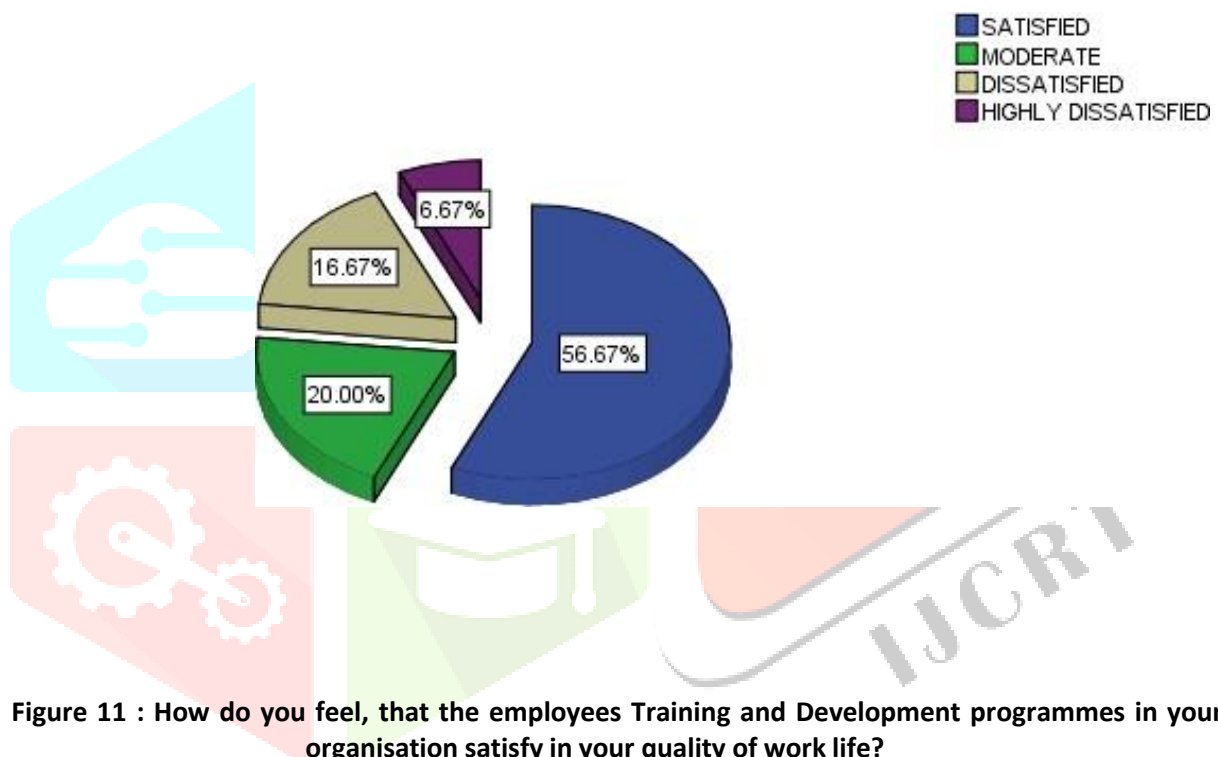


Figure 11 : How do you feel, that the employees Training and Development programmes in your organisation satisfy in your quality of work life?

FAIR & ADEQUATE COMPENSATION : Compensation is either in monetary or non monetary form, considered as an important mechanism for assuring the behaviour of an employee. It becomes the most critical issue when it comes for attracting and keeping the talent. Regarding compensation, around 34% of the employees, said that they are getting compensated at a lower rate than what they deserve. Only 26% of the respondents said that they are getting a salary that they deserve. And around 40% of the employees were neutral about their pay structure. This shows that the company need to focus more on the compensation part and make it at par with its competitors and consider the amount of efforts put in by their employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	1	3.3	3.3	3.3
AGREE	7	23.3	23.3	26.7
NEUTRAL	12	40.0	40.0	66.7
DISAGREE	8	26.7	26.7	93.3
STRONGLY DISAGREE	2	6.7	6.7	100.0
Total	30	100.0	100.0	

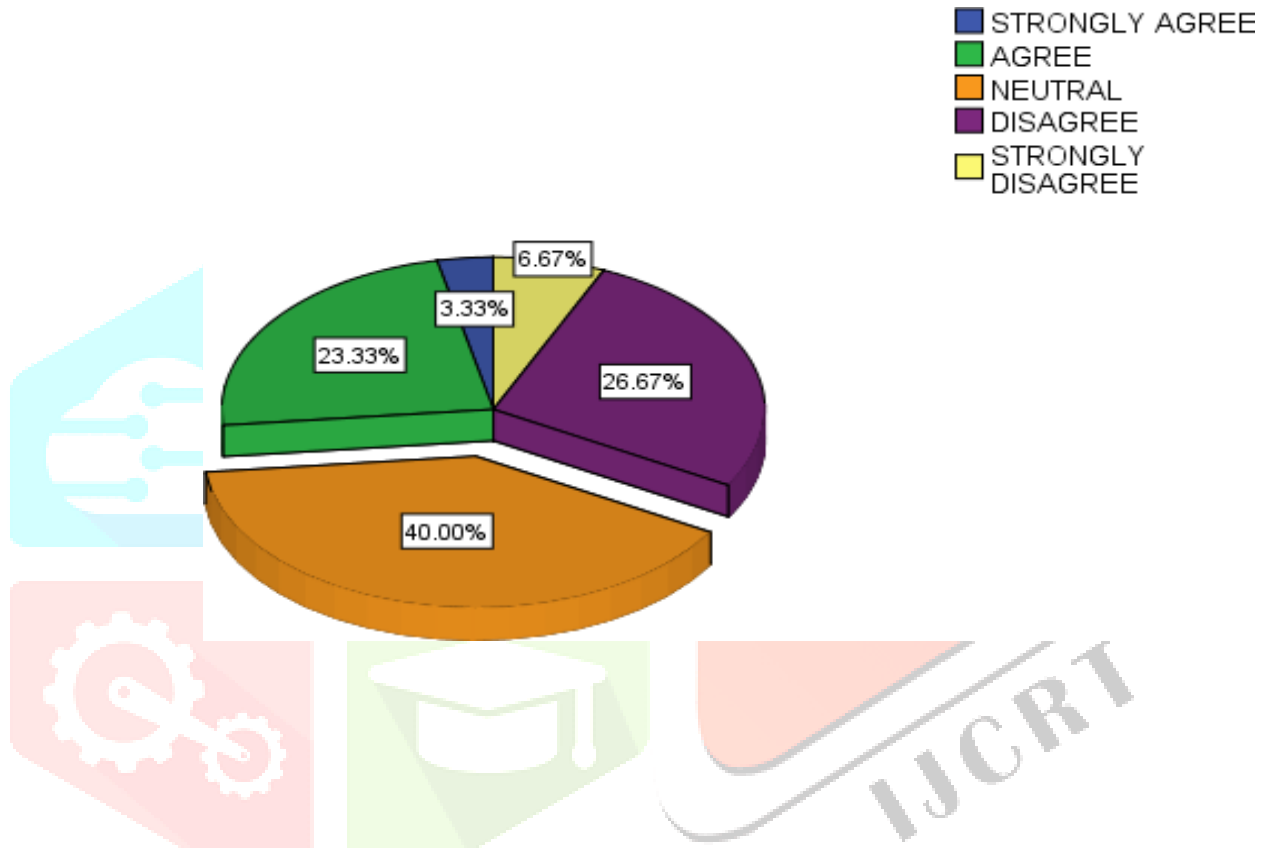


Figure 12 : Does the compensation provided by the organisation helps you in maintain a fair and socially desirable standard of living?

REWARDS AND RECOGNITIONS : There is a significant relationship between Rewards and Recognition and Job Performance. When an employee performs successfully, it leads to organizational rewards and as a result they are motivated to perform better. Most of the organizations require their employees to work according to the rules and regulations, and job standards. In this research, the relationship between reward and individuals were focused to increase the performance of employees 63% of the employees said that they are satisfied with rewards and recognitions at work. 20% were neutral about their views towards reward system and 13% were dissatisfied with present reward structure of the organization.

REWARD AT WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
HIGLY SATISFIED	1	3.3	3.3	3.3
SATISFIED	19	63.3	63.3	66.7
Valid NEUTRAL	6	20.0	20.0	86.7
DISSATISFIED	4	13.3	13.3	100.0
Total	30	100.0	100.0	

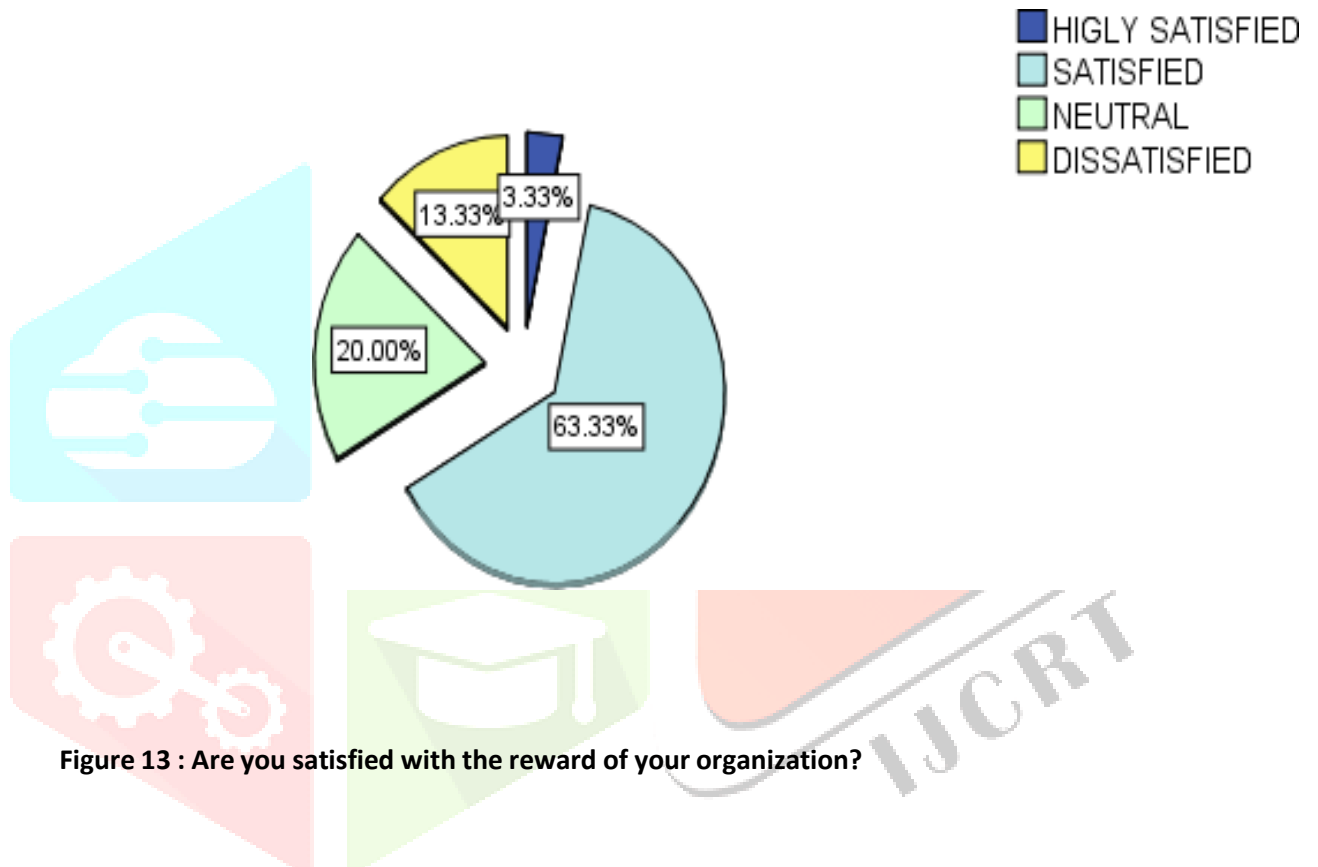


Figure 13 : Are you satisfied with the reward of your organization?

PERFORMANCE APPRAISAL : The performance appraisal is nothing more than a confidential judgement of work done and a character report used to facilitate disciplinary action or promotion. 20% of the employees said that they do not get feedback about their performance, though 43% of the employees said that the company have fair performance appraisal system. Organizations need to have an open appraisal system to provide feedback and opportunities for open discussion with employees on their performance, they may have immense potential to grow and develop. This system can create a healthy working climate and employee

motivation.

PERFORMANCE APPRAISAL AT WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	2	6.7	6.7	6.7
AGREE	13	43.3	43.3	50.0
Valid NEUTRAL	9	30.0	30.0	80.0
DISAGREE	6	20.0	20.0	100.0
Total	30	100.0	100.0	

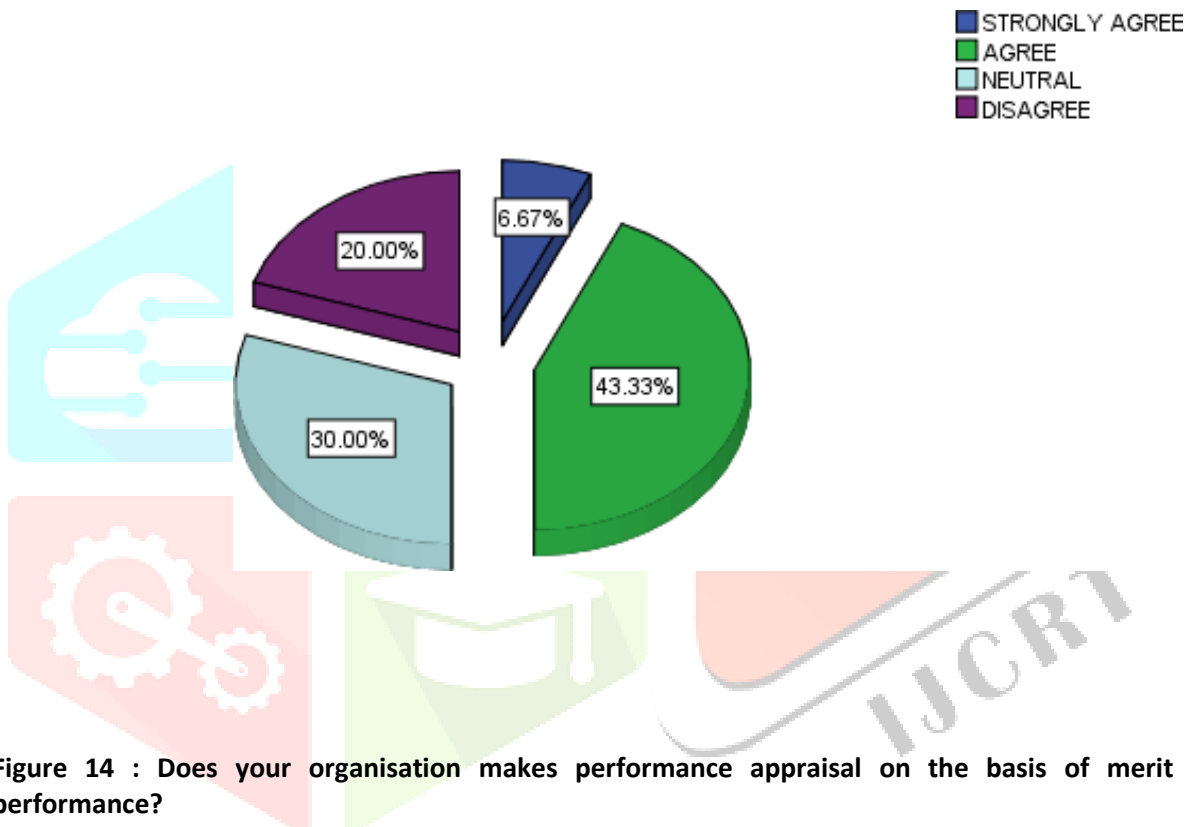


Figure 14 : Does your organisation makes performance appraisal on the basis of merit and performance?

PROMOTIONAL OPPORTUNITIES : Careers can be understood as a series of work roles or a step by step sequence of a person’s job experiences over a definite tenure. Career tenure and total work tenure in one’s professional life are positively related to career attainment which significantly predicts the feeling of accomplishment in their work life.

50% of the employees said that they find career growth opportunities in the company. Career satisfaction is an outcome of the fulfilment of career growth needs of individuals that depends upon intrinsic and extrinsic aspects of their career, including pay, advancement, and developmental opportunities. While,23% of the respondents disagree of promotional opportunities. Opportunities for promotion are limited in case of all categories of employees either due to educational barriers or due to limited openings at the higher level. QWL provides

future opportunity for continued growth and security by expanding one’s capabilities, knowledge and qualifications.

PROMOTIONAL OPPORTUNITY AT WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid STRONGLY AGREE	1	3.3	3.3	3.3
AGREE	15	50.0	50.0	53.3
NEUTRAL	5	16.7	16.7	70.0
DISAGREE	7	23.3	23.3	93.3
STRONGLY DISAGREE	2	6.7	6.7	100.0
Total	30	100.0	100.0	

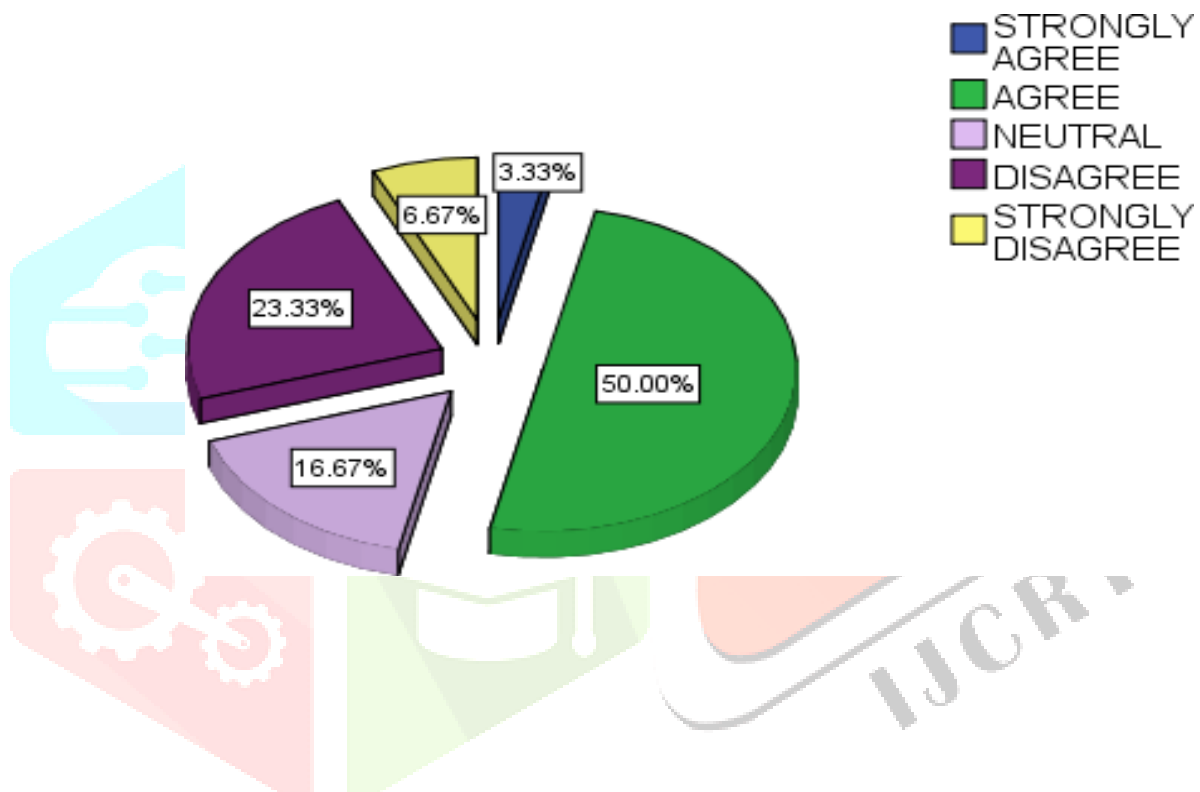


Figure 15 : Do you think that there are good promotional opportunities and the employees are adequately promoted?

FRINGE BENEFITS : Regarding the fringe benefits, about 93% of the employees said that the company provides quite good fringe benefits over and above their salaries. But approximately 7% said that the fringe benefits provided are not at all interesting.

FRINGE BENEFITS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid YES	28	93.3	93.3	93.3
NO	2	6.7	6.7	100.0
Total	30	100.0	100.0	

■ YES
■ NO

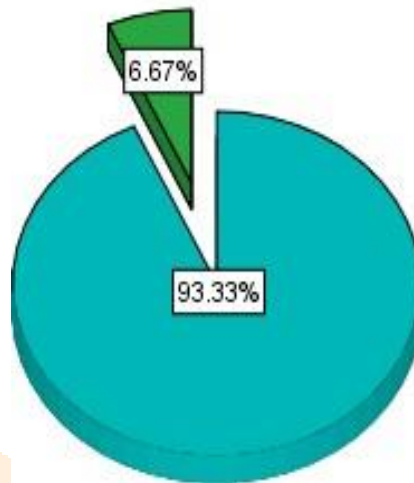


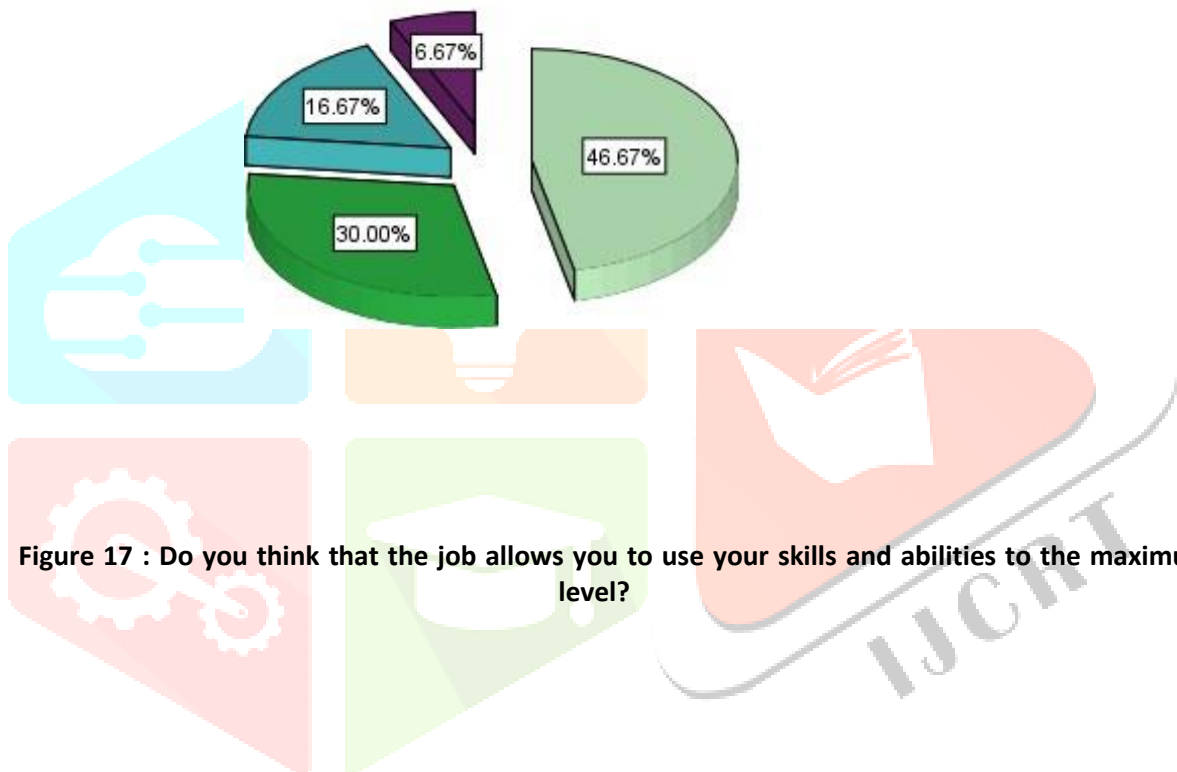
Figure 16 : Do you think that the fringe benefits are good in your organization?

SKILL DEVELOPMENT OPPORTUNITIES : The respondents were asked about whether the job requires them to keep learning new things and develop their skills and abilities, around 46% respondents said that they strongly agree with this and only 2% respondents said that they are not required to learn new things. This shows that the company not only focuses on improving the current work situation but it is also trying to develop the knowledge and skills of the employees for higher positions. About 46% respondents said that their job includes many different things. This shows that company is focusing on job enrichment to make the job more exciting and interesting for the employees to work. Skill utilization is another important factor which refers to the degree to which a job allows the individual to utilize their skills and their abilities

SKILL DEVELOPMENT OPPORTUNITIES AT WORK

	Frequency	Percent	Valid Percent	Cumulative Percent
STRONGLY AGREE	14	46.7	46.7	46.7
AGREE	9	30.0	30.0	76.7
Valid NEUTRAL	5	16.7	16.7	93.3
DISAGREE	2	6.7	6.7	100.0
Total	30	100.0	100.0	

■ STRONGLY AGREE
■ AGREE
■ NEUTRAL
■ DISAGREE



CHAPTER V

FINDINGS & SUGGESTIONS

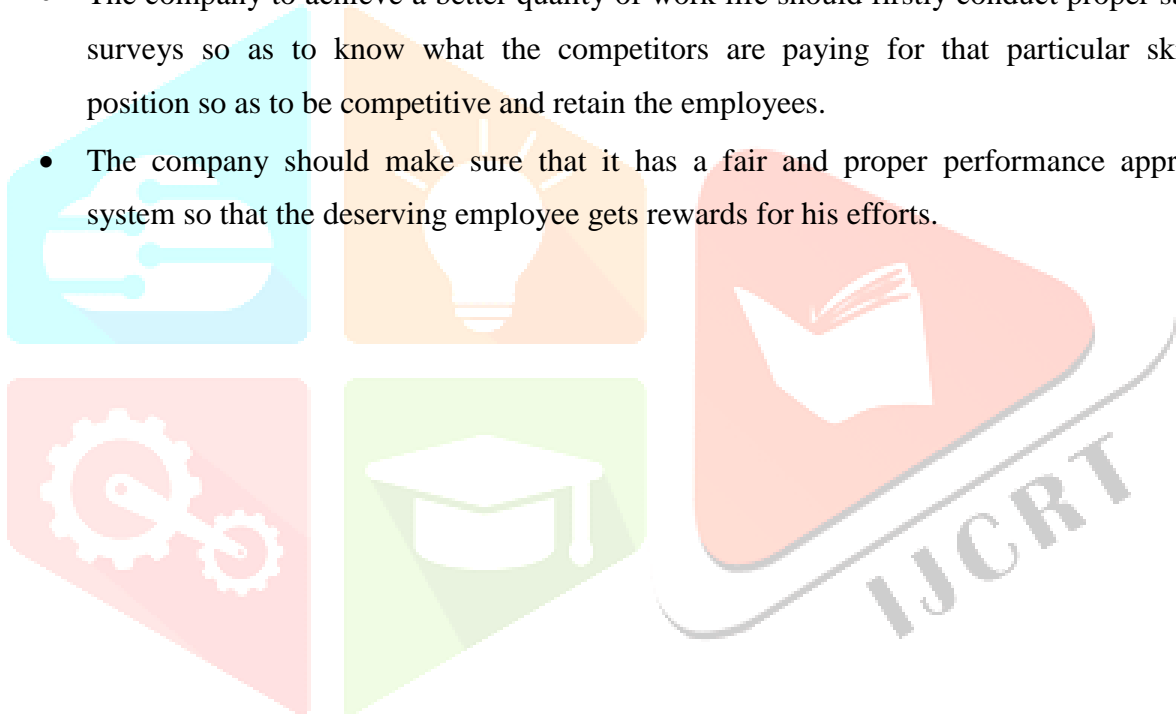
Findings

- Many employees feel that their performance are not fairly judged in the company and so 30% are neutral about their performance appraisal.
- 46% employees feel that they are given an opportunity to learn new things to be able to perform their current job.
- 56% of the respondents are treated fairly by their supervisors and shown respect while including them to offer comments and suggestions.

- 50% of the employees feel that chances of promotion are good in their organizations.
- 93% of the respondents feel that the fringe benefits are fair enough for them.
- Almost 26% of the respondents said that the compensation they are paid are not fair enough and not in line with the efforts they put in and not as per what the competitors are paying.
- 36% of the employees face high levels of stress because of their job demands.
- Around 40% of the respondents said that they are fairly motivated by the superiors and management of the company.
- Of the total respondents, more than 33% of them are not satisfied with their current job and company.

Suggestions

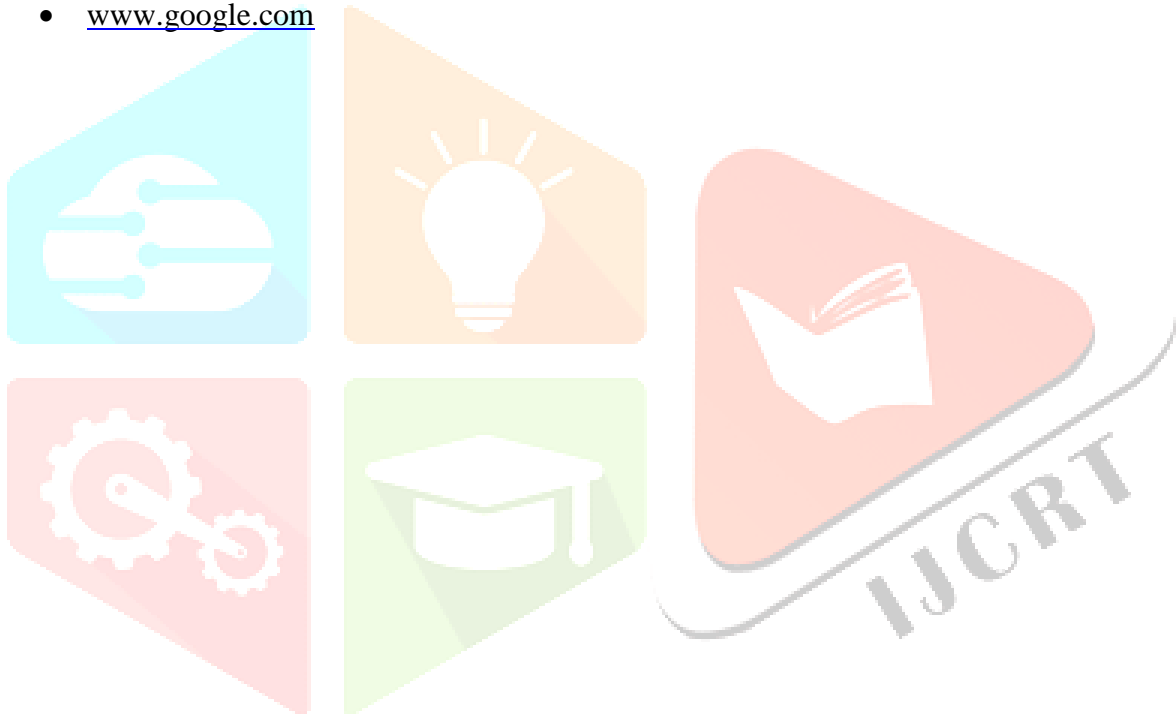
- The company to achieve a better quality of work life should firstly conduct proper salary surveys so as to know what the competitors are paying for that particular skill or position so as to be competitive and retain the employees.
- The company should make sure that it has a fair and proper performance appraisal system so that the deserving employee gets rewards for his efforts.



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APPENDIX

Quality of Work Life Questionnaire

Below mentioned are some questions and based on the work experience in your company you have to mark a tick on one of the option that you think is most appropriate. All information provided by you is strictly confidential.

Name

Age

Gender

How long have you worked in your present job for your current employer?

- Less than 5yrs
- 5-10yrs
- 11-15yrs
- 16-20yrs
- Above 20yrs

How are you being motivated in the work environment?

- Highly
- Fairly
- Neither motivated nor de-motivated

Do you feel free to offer comments and suggestions in our work environment?

- Yes
- No

What type of leadership exists in your organisation?

- Autocratic
- Supportive
- Democratic

Do you feel comfortable and satisfied with your job?

- Satisfied
- Neutral
- Dissatisfied

Is the organisation's employee grievance handling cell fulfils and overcomes your grievances?

- Very High
- High
- Moderate
- Low
- Very Low

Are you satisfied with the health care and medical facilities provided by the organisation?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

Level of stress involved in your work?

- Very High
- High
- Moderate
- Low
- Very Low

How do you feel, that the employees Training and Development programmes in your organisation satisfy in your quality of work life?

- Highly Satisfied
- Satisfied
- Moderate
- Dissatisfied
- Highly Dissatisfied

Does the compensation provided by the organisation helps you in maintain a fair and socially desirable standard of living?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Are you satisfied with the reward of your organization?

- Highly Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

Does your organisation makes performance appraisal on the basis of merit and performance?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Do you think that there lies a good promotional opportunities and the employees are adequately promoted?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Do you think that the fringe benefits are good in your organization?

- Yes
- No

Do you think that the job allows you to use your skills and abilities to the maximum level?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree