



## A STUDY ON QUALITY OF WORK LIFE TOWARDS EMPLOYEES SATISFACTION AT APOLLO HOSPITAL, BANGALORE

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**Abstract:** *Service sector is the lifeline for the social economic growth of a country. It is the Largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. Apollo Hospitals Group, today, is an integrated healthcare organization with owned and managed hospitals, diagnostic clinics, dispensing pharmacies and consultancy services. Quality of work life (QWL) is generally associated with a series of objective organizational conditions and practices that enables employees of an organization to perceive that they are virtually satisfied and have better chances of growth and development as an individual. QWL is now a day's drawing more attention globally as in modern society people spend about more than one-third of their lives at their workplace. This article first focuses on the definitions of QWL, followed by various paradigms of QWL, which form the basic element of QWL in any organization: health and safety, employment security, job satisfaction, occupational stress, work environment, work-life balance and human relations. Finally, the article proposed strategies to improve QWL in organizations that focus on different areas of organizational functions: employee participation, job design and work organization, workforce awareness and career guidance, inter-group relationships, role of HR manager, rewards, alternative work schedules and supportive organizational culture.*

**Key Words:** *Chi-square test, Job satisfaction, Occupational stress, Percentage, Quality of work life, Work environment and Work-Life Balance*

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## **1) INTRODUCTION**

Service sector is the lifeline for the social economic growth of a country. It is the Largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. For most countries around the world, Services are the largest part of their economy. The real reason for the growth of the service sector is due to the increase in urbanization, privatization and more demand for intermediate and final consumer services. Availability of quality services is vital for the well-being of the economy. In advanced economies the growth in the primary and secondary sectors are directly dependent on the growth of services like banking, insurance, trade, commerce, entertainment, social and personal, etc.

Apollo hospital, Bangalore was established in 2013 in Jayanagar. The dream nurtured and grew within Dr. Prathap C Reddy, the founder Chairman of Apollo Hospitals, until the point of inflection happened in 1983. A young man succumbing to an ailing heart was what it took to ignite Dr. Reddy's vision into a reality - a vision where quality healthcare was given, where the pursuit of clinical excellence family touches and enriches lives every minute, every day.

Apollo Hospitals Group, today, is an integrated healthcare organization with owned and managed hospitals, diagnostic clinics, dispensing pharmacies and consultancy services. In addition, the group's service offerings include healthcare at the patient's doorstep, clinical & diagnostic services, medical business process outsourcing, third party administration services and health insurance. To enhance performance and service to customers, the company also makes available the services to support business, telemedicine services, education, training programs & research services and a host of other non-profit projects.

## **QUALITY OF WORK LIFE**

The term refers to the favorableness or un-favorableness of a total job environment for people QWL programs are another way in which organization recognize their responsibilities to develop jobs and working conditions that are excellent in people as well as for economic health of the organization.

QWL means having good supervision, good, working conditions, good pay and benefits and an interesting and rewarding job. The tear QWL includes open communications, equitable rewards system, job security and participation in decision making, many early QWL focuses on job enrichment in addition to improving the work system.



## **2) LITERATURE REVIEW**

**P.YukthamaraniPermarupan** et al. (2013) study was designed to examine the relationship between the quality of work life (QWL), employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia. A total of 334 middle management level employees were selected to participate in this study. The main Findings of this study contributed to the knowledge and understanding of the effect of the selected organizations in Malaysia towards attainment of a superior level of efficiency to thrive in an ever competitive business world.

**Yolandi van der Berg, Nico Martins(2013)** the aim of the study was to determine the relationship between organizational trust and QWL. Results confirmed a positive relationship between managerial practices with organizational trust and QWL and a lower relationship between the personality dimensions, organizational trust and the QWL.

**Mohammed J Almalki et al. (2012)** Quality of work life (QWL) has been found to influence the commitment of health professionals, including nurses. However, reliable information on QWL and turnover intention of primary health care (PHC) nurses is limited. The aim of this study was to examine the relationship between QWL and turnover intention of PHC nurses in Saudi Arabia. Creating and maintaining a healthy work life for PHC nurses is very important to improve their work satisfaction, reduce turnover, enhance productivity and improve nursing care outcomes.

## **3) OBJECTIVES OF THE STUDY**

The organization it is necessary to understand the working environment of the employees in an organization the following objectives are set for the study.

1. To know the level of satisfaction derived through working conditions of an employee.
2. To understand the relationship of workers with their superior and colleagues.
3. To elucidate the satisfaction towards fringe benefits provided by an organization to improve the quality of an employee.
4. To analyze the level of employee satisfaction with work environment and pay benefits provided to the employees.



#### 4) NEED FOR THE STUDY

1. To know the work environment in the organization.
2. To analyze the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work.
3. 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.

#### 5) LIMITATIONS OF THE STUDY

1. The research has been restricted to Apollo hospitals, Jayanagar, Bangalore.
2. Information were collected depends on the mindsets of the employees.
3. Respondents were very busy in their schedule. So it was very time taking process.
4. The results of the employees cannot be generalised.

#### 6) RESEARCH METHODOLOGY

The required secondary data for the study was collected through Organization brochuredifferent websites, Journals, and Magazines.The required primary data for the study was collected through structured questionnaire, Personal interview and Observation. The researcher selected Cluster sampling is a sampling techniqueto collect primary data.The data is tabulated and presented in graphical format. To make the analysis meaningful advanced statistical tool like percentages was applied andto test hypothesizes the chi-square was applied with the help of Ms Excel 2010 Software package.

#### 7) DATA ANALYSIS

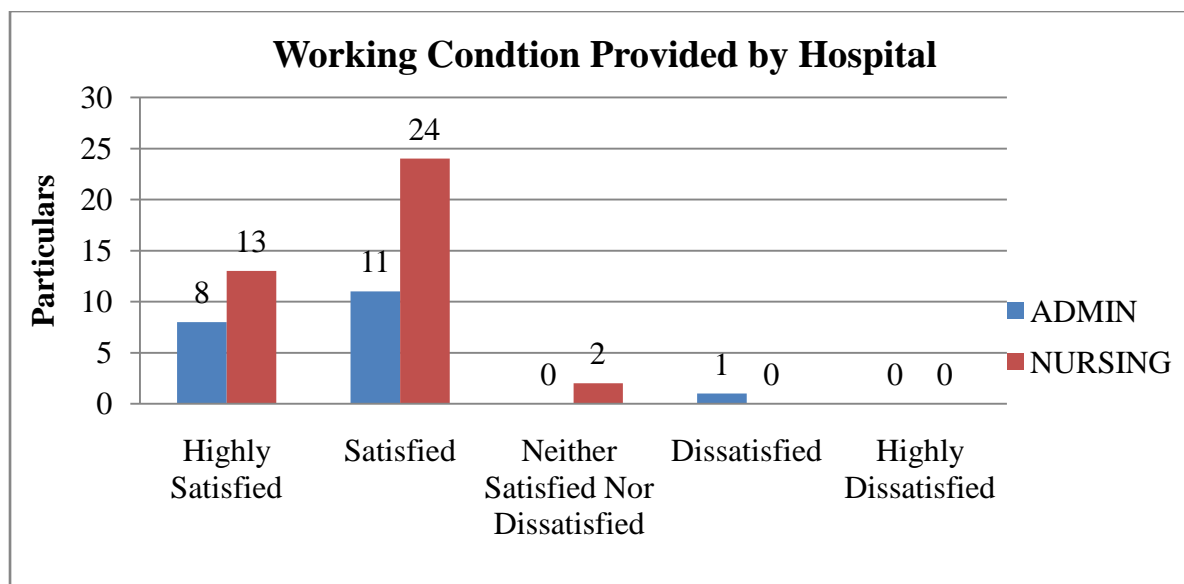
TABLE: 1 SHOWING WORKING CONDITION PROVIDED BY HOSPITAL

Sl.no	Particulars	Departments				Total	Percent
		Admin		Nursing			
		SR	%	SR	%		
1.	Highly Satisfied	10	16.94	15	25.42	25	42.37
2.	Satisfied	10	16.94	22	37.28	33	55.93
3.	Neither Satisfied Nor Dissatisfied	0	0	1	1.69	1	1.69
4.	Dissatisfied	0	0	1	1.69	1	1.69
5.	Highly Dissatisfied	0	0	0	0	0	0
Total		20	33.89	39	66.10	59	100

(Source: Data Compiled From Questionnaire)



**GRAPH: 1**



#### Analysis:

From the above table and graph it can be analysed that 42.37 per cent of the employees are highly satisfied with the working conditions provided by hospital, 55.93 per cent of the employees are satisfied, 1.69 per cent of the employees are neither satisfied nor dissatisfied and 1.69 percent of the employee are dissatisfied and 0.0 per cent of the employees are highly dissatisfied.

#### Interpretation:

From the above table and graph it can be inferred that 55.93 per cent of employees are satisfied with the working conditions provided by hospital.

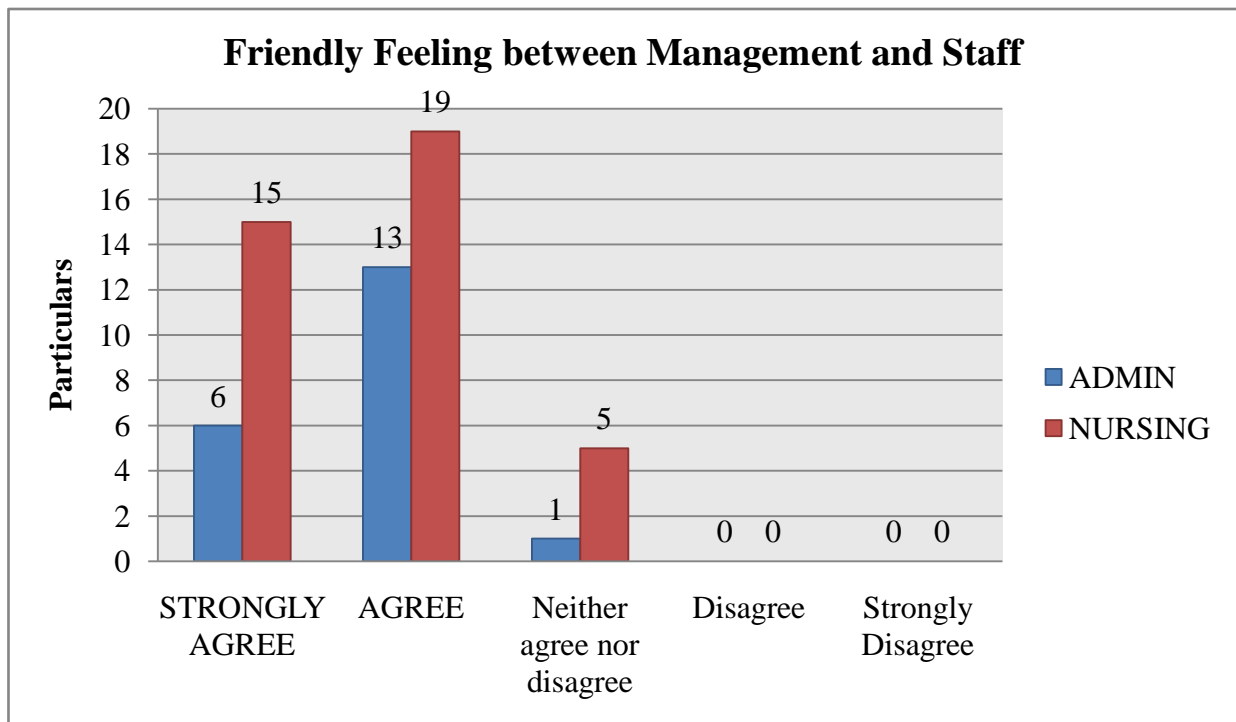
**TABLE: 2 SHOWING FRIENDLY FEELING BETWEEN MANAGEMENT AND STAFF**

Sl.no	Particulars	Departments				Total	Per cent
		Admin		Nursing			
		SR	%	SR	%		
1.	Strongly agree	6	10.16	15	25.42	21	35.59
2.	Agree	13	22.03	19	32.20	32	54.23
3.	Neither agree nor disagree	1	1.69	5	8.47	6	10.16
4.	Disagree	0	0	0	0	0	0
5.	Strongly Disagree	0	0	0	0	0	0
Total		20	33.89	39	66.10	59	100

(Source: Data Compiled From Questionnaire)



GRAPH: 2



#### Analysis:

From the above table and graph it can be analysed that 35.59 per cent of the employees strongly agree that friendly feeling between management and staff, 54.23 per cent of the employees agree to it, 10.16 per cent of the employees neither agree nor disagree and 0.0 per cent of the employees disagree and 0.0 per cent of the employees strongly disagree.

#### Interpretation:

From the above table and graph it can be inferred that 54.23 per cent of the employees agree that friendly feeling between management and staff in the hospital.

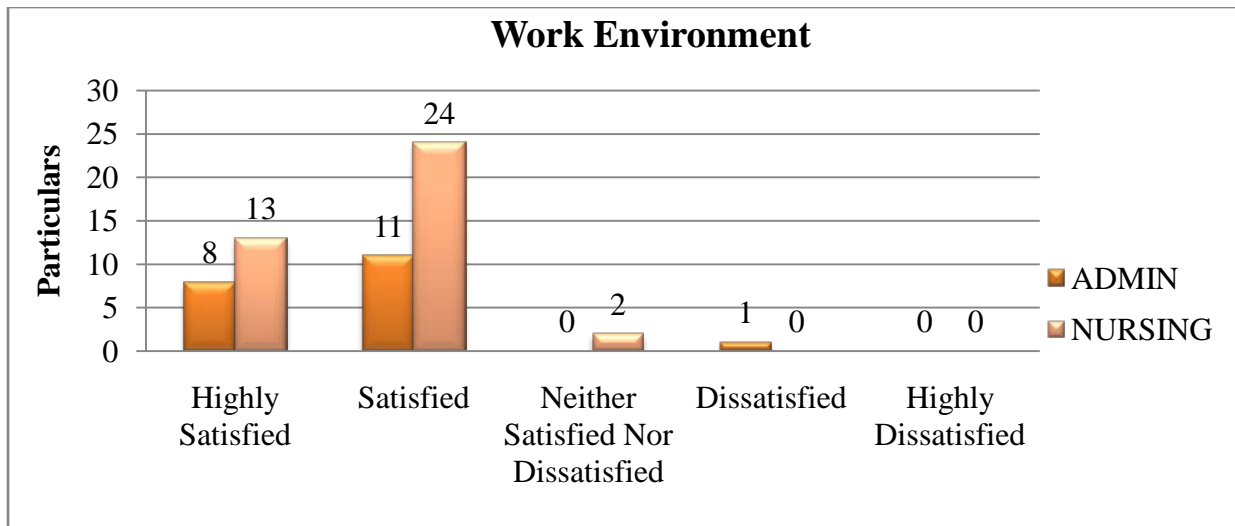
TABLE: 3 SHOWING WORK ENVIRONMENT PROVIDED BY THE ORGANIZATION

Sl.no	Particulars	Departments				Total	Percent
		Admin		Nursing			
		SR	%	SR	%		
1.	Highly Satisfied	9	15.25	14	23.72	23	38.97
2.	Satisfied	10	16.94	23	38.97	33	55.93
3.	Neither Satisfied Nor Dissatisfied	1	1.69	2	3.38	3	5.08
4.	Dissatisfied	0	0	0	0	0	0
5.	Highly Dissatisfied	0	0	0	0	0	0
Total		20	33.89	39	66.10	59	100

(Source: Data Compiled From Questionnaire)



**GRAPH: 3**



**Analysis:**

From the above table and graph it can be analysed that 38.97 per cent of the employees are highly satisfied with the working environment provided by the organization, 55.93 per cent of the employees are satisfied, 5.08 per cent of the employees are neither satisfied nor dissatisfied and 0.0 percent of the employee are dissatisfied and 0.0 per cent of the employees are highly dissatisfied.

**Interpretation:**

From the above table and graph it can be identified that 55.93 per cent of employees are satisfied with the working environment provided by the organization.

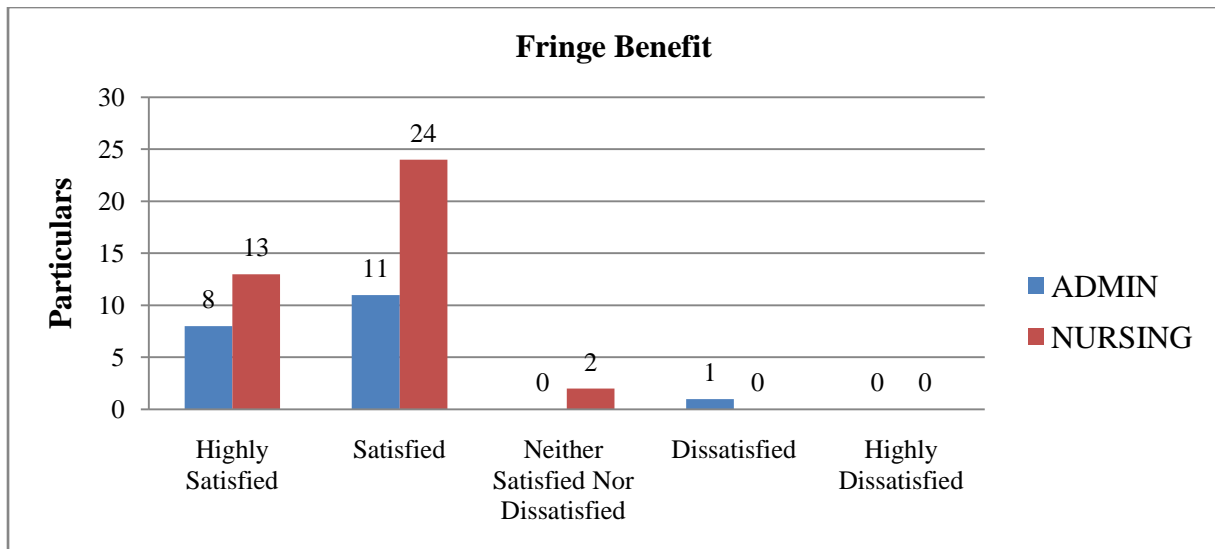
**TABLE: 4 SHOWING FRINGE BENEFIT PROVIDED IN THE ORGANIZATION**

Sl.no	Particulars	Departments				Total	Per cent
		Admin		Nursing			
		SR	%	SR	%		
1.	Highly Satisfied	6	10.16	12	20.33	18	30.50
2.	Satisfied	10	16.94	25	42.37	35	59.32
3.	Neither Satisfied Nor Dissatisfied	4	6.77	2	3.38	6	10.16
4.	Dissatisfied	0	0	0	0	0	0
5.	Highly Dissatisfied	0	0	0	0	0	0
Total		20	33.89	39	66.10	59	100

(Source: Data Compiled From Questionnaire)



**GRAPH: 4**



**Analysis:**

From the above table and graph it can be analysed that 30.50 per cent of the employees are highly satisfied with the fringe benefit provided, 59.32 per cent of the employees are satisfied, 10.16 per cent of the employees are neither satisfied nor dissatisfied and 0.0 percent of the employee are dissatisfied and 0.0 per cent of the employees are highly dissatisfied.

**Interpretation:**

From the above table and graph it can be identified that employees are satisfied with the fringe benefit provided by the organization.

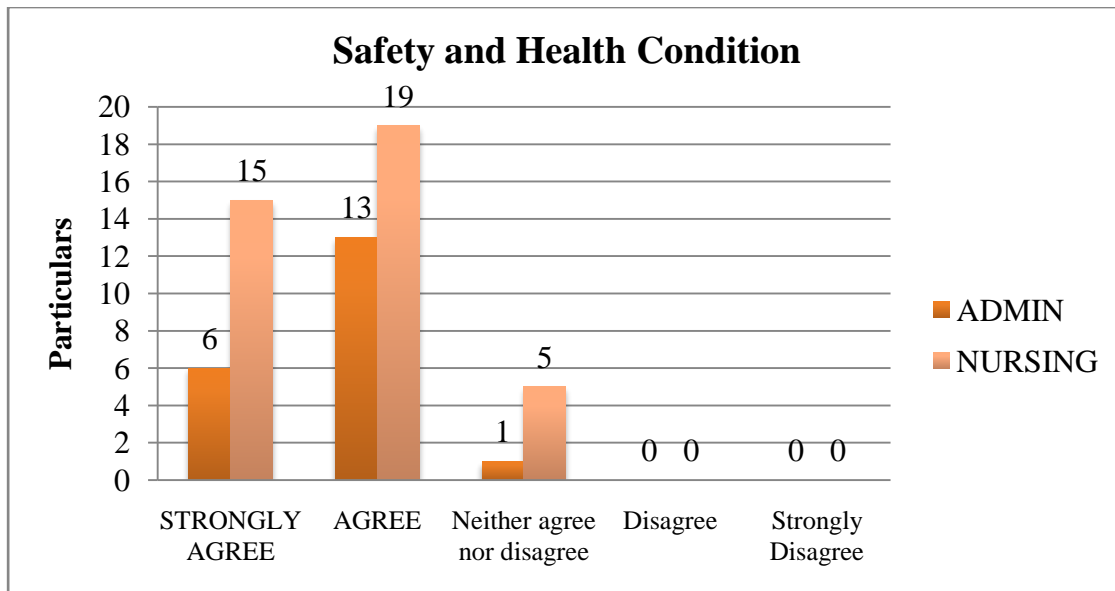
**TABLE: 5 SHOWING SAFETY AND HEALTH CONDITIONS**

Sl.no	Particulars	Departments				Total	Percent
		Admin		Nursing			
		SR	%	SR	%		
1.	Strongly agree	9	15.25	9	15.25	18	30.50
2.	Agree	11	18.64	28	47.45	39	66.10
3.	Neither agree nor disagree	0	0	1	1.69	1	1.69
4.	Disagree	0	0	0	0	0	0
5.	Strongly Disagree	0	0	0	0	0	0
Total		20	33.89	39	66.10	59	100

(Source: Data Compiled From Questionnaire)



GRAPH: 5



**Analysis:**

From the above table and graph it can be analysed that 30.50 per cent of the employees strongly agree that safety and health condition were good, 66.10 per cent of the employees agree to it, 1.69 per cent of the employees neither agree nor disagree and 0.0 per cent of the employees disagree and 0.0 per cent of the employees strongly disagree.

**Interpretation:**

From the above table and graph it can be inferred that 66.10 per cent of the employees agree that safety and health condition were good in the hospital.

**HYPOTHESIS 1:**

**Null Hypothesis:** There is no relation between employees satisfaction level towards fringe benefit provided in the organization with age.

**Alternative hypothesis:** There is relation between employees satisfaction level towards fringe benefit provided in the organization with age.

TABLE-6: CALCULATION OF CHI-SQUARE VALUE

O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
14	14.94	-0.94	0.884	0.059
4	3.05	0.95	0.903	0.296
31	29.06	1.94	3.764	0.130
4	5.93	-1.93	3.725	0.628
4	4.98	-0.98	0.960	0.193
2	1.01	0.99	0.980	0.970
CV=2.276				



### Analysis

Degree of freedom is 2, Level of significance is 5%, Table value is 5.991 and calculated value is 2.276. Since, the calculated value is less than the table value thus null hypothesis is accepted and alternative hypothesis is rejected. From the above analysis it can be concluded that there is no relation between employees satisfaction level towards fringe benefit provided in the organization with age.

### HYPOTHESIS 2:

**Null Hypothesis:** There is no relationship between departments of the employees and friendly feeling with superior and colleagues.

**Alternative hypothesis:** There is relationship between departments of the employees and friendly feeling with superior and colleagues.

**TABLE-7: CALCULATION OF CHI-SQUARE VALUE**

O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
4	7.11	-3.11	9.672	1.360
17	13.88	3.12	9.734	0.701
14	10.84	3.16	9.986	0.921
18	21.15	-3.15	9.922	0.469
2	2.03	-0.03	0.001	0.000
4	3.96	0.04	0.002	0.000
				CV=3.453

### Analysis

Degree of freedom is 2, Level of significance is 5%, Table value is 5.991 and calculated value is 3.453. Since, the calculated value is less than the table value thus null hypothesis is accepted and alternative hypothesis is rejected. From the above analysis it can be concluded that there is no relationship between departments of the employees and friendly feeling with superior and colleagues.

### 8) FINDINGS:

- It can be identified that 55.93 per cent of employees are satisfied with the working environment provided by the organization.
- In the organization it can be inferred that majority of employees are satisfied with the working conditions provided by hospital.



- Majority of the employees agree that safety and health condition were good in the hospital and even there is a friendly feeling between management and staff in the hospital.
- It can be identified that employees are satisfied with the fringe benefit provided by the organization.
- In the hospital nursing department has highest employees with 52.54 per cent of female and 13.55 per cent of male employees compared to administration department.
- Majority of the employees in admin department are in the experience of 2 to 5 years have 15.25 per cent of the employees and in nursing department are in the experience of 2 to 5 years have 32.20 per cent.
- The majority of the employees in admin department working under general shift and in nursing department working at 2pm-8pm.
- In the organisation 47.45 per cent of the employees have 2 to 5 years of experience.
- Apollo hospital follows a wide range of job upgrading practices in order to increase the Quality of work life of the employees.
- In the organization it can be inferred that majority (62.71%) of the employees feel management will try to solve the grievance of employees.
- The majority of the employees feel to sometime and to a great extent there will be work stress while working.
- It is identified that 49.15 per cent of the employees agree that organization provides fair incentives/compensation for the work what employees do.
- In the organization that 37.28 per cent of employees agree that opportunity of promotion is good.
- Majority of the employees are aware about the rules and regulations practices at Apollo hospitals.
- Majority of employees are satisfied with the quality of work life practice at Apollo hospitals.

## **9) SUGGESTIONS:**

- Ensuring that the working environment is friendly and full of improving atmosphere.



- Ensuring that the workload is in accordance with the employees' capabilities and resources.
- Quality of work should be designed to enhance the standard of living in terms of pay, incentives, benefits and its helps in motivation and opportunities for employees to utilize their skills.
- Management should consider the grievance of the employees and try to solve it as employees are assets of the organization.
- Employees' roles and responsibilities should be clearly well-defined.
- Workplace discrimination should be avoided.
- The organization can provide refreshments for the night shift workers in order to reduce the stress so that they perform effectively.
- Provide the employees with proper compensation and benefits for their work.
- The organization should Provide advanced technology and equipment for the employees to work.
- The employees should be provided with leave benefits based on the shift so that they reduce the stress and get relieved.
- The organization must provide a suggestion box so that the employees can share the problem openly without any hesitation.
- The organization must try to give more importance towards the working environment and the management should collect feedback from its employees at regular intervals.

## **10) CONCLUSION:**

The overall rating of the organisation in terms of Quality of Work Life practices that is followed in the organisation is good. The management should conduct some programmes regarding the importance of Work Life so by creating such awareness among the employees it not only benefits the employees and even the organization to reduce the work stress and attrition rate of the employees. The management should take a serious action and motivate the employees by providing proper benefits and even incentives. The management should see to it that the employees are not having any kind of problem and grievance which helps to retain the name and fame of the organisation.



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### WEBSITES

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- [www.citehr.com](http://www.citehr.com)