



# Influencing Factors Of Work Life Quality In The Health Sector

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**Citation:** Prithivi S et al. (2024). Influencing Factors Of Work Life Quality In The Health Sector, *Educational Administration: Theory and Practice*, 30(5), 6315-6322. Doi: 10.53555/kuey.v30i5.3091

## ARTICLE INFO

## ABSTRACT

**Purpose:** This article exhumes the relationship between the Quality of Work Life and Work Life Balance and reveals the dimensions of Quality of Work Life and Work-Life Balance in the health sector.

**Theoretical framework:** This article also extracts the actual meaning of the Quality of Work Life and Work Life Balance, clarifies the same, and finds the relationship between both in the current working condition after the literature review.

**Research Design:** Analysed the relationship between the quality of work life and the work life balance of employees in the health sector. This article discloses the dimension of the Quality of Work Life that creates an impact on the Work-Life Balance.

**Findings:** The study reveals that the quality of work-life and work-life balance are interrelated and has few influencing factors. Work environment and rewards and recognition are the most influential factors in the work-life balance of employees.

**Research implications:** Based on the findings the study suggests that Human Resource Department should give due importance to the rewards based on effort and provide various welfare facilities like transportation to enhance proper working conditions.

### Originality:

the Quality of the Work Life of employees is influencing the Work-Life Balance of employees. With the advent of the changing lifestyle of the employees, it is necessary to update the working condition and the welfare facilities for every employee in an organization to increase their level of satisfaction.

**Keywords:** Quality of Work Life, Work Life Balance, and Work Life.

## INTRODUCTION:

Work is an indispensable part of every person's life. As an individual's lifetime is mostly invested in his workplace it is necessary to ensure Quality Work Life for an employee to be satisfied with his work life. Quality of Work Life is a set of standards that covers entire dimensions of work life like economic rewards and benefits, welfare facilities, job security, interpersonal relationship at work, work environment, management support, and cohesion of work and life. In this competitive world, it is necessary to retain the existing human resources, thus Quality of Work Life is a matter of concern to every organization as well as the individuals.

Quality of Work Life assures them to have satisfaction and commitment in their work life. The success of any organization depends upon the efficient utilization of the available resources, human resources can be effectively retained and utilized to the maximum by incorporating Quality of Work Life measures and when an individual finds a proper balance between his personal and professional life it reflects in his performance in the organization. Work-Life Balance is essential for the good family life of an individual and productivity in the organization.

Work-Life Balance is an integration of work-life and personal life. It is finding an appropriate balance between an individual's personal and professional life. Work-Life Balance is an important concept as it helps the employee in an organization to achieve a proper balance between his personal and professional life. When an

employee balances his personal and professional life, the outcome will be positive, which benefits the organization and the employee.

Besides, the work and family conflict will reduce with increased balanced involvement of employees in both work and family. Highly balanced employees will not allow any reasons to affect their role in both their personal and professional life. From the organization's point of view, Work-life balance achieves productivity and efficiency in work.

### **QUALITY OF WORK-LIFE AND WORK-LIFE BALANCE**

Better Quality of Work Life of employees will result in job satisfaction and commitment to work, which will have a positive impact on the Work-Life Balance. Satisfied employees will contribute more effectively to organizational development. Human resources are an important asset to an organization. Bad quality of work affects the employees which in turn affects the quality of time at home that would impact the output of employees in an organization and their mental health and well-being, thus employee retention is not possible in this competitive world.

Employee retention is one of the main challenges faced by every organization. Retaining an existing worker is very important to any organization. Thus, motivating an employee is necessary. When an employee is satisfied and happy with their work-life then the turnover rate of employees will reduce. The value of the organization will increase with the decrease in the turnover of employees in the organization. Consequently, maintaining the quality of work is necessary by considering the Quality of Work Life dimensions which enables an employee to have an appropriate Work-Life Balance.

### **STATEMENT OF THE PROBLEM**

Most organizations are utilizing human resources to the maximum level without realizing the other factors that affect the satisfaction level of an employee. In this competitive world, the retention of employees by satisfying them in their work environment is imperative. Finding another reliable employee in this extremely competitive world is hard-hitting thus it is obligatory to provide a satisfactory work environment to retain an existing employee in the organization which also reduces the employee turnover rate of the organization. From an employee perspective quality work environment assures their potential in their work and when consideration is given to their factors it enhances improved-satisfied living with appropriate work and life balance. Employees' satisfaction relies on psychological and other external factors which influence them positively or negatively depending on the work-life factors.

### **OBJECTIVES OF THE STUDY**

To exhumate the relationship between Quality of work-life and Work-life balance.

To analyze the main factors that influence the employee's work life and personal life.

To identify the main factors that determine the quality of work life of employees.

To examine the Quality of work factors that impact the work-life balance factors of an employee.

### **REVIEW OF LITERATURE**

Down the road, various studies have addressed the need and relationship with the Quality of Work Life and Quality of Work Life among the workers in the organization.

**Hoque and Rahman (1999)** compared the QWL of industrial workers in public and private sectors and revealed that QWL is important for job performance, job satisfaction, labor turnover, labor-management relations, and such other factors which play a crucial role in determining the overall well-being of any industrial organization.

**Donalson (2000)** in his research concluded that there is a significant relationship between the quality of working life to organizational commitment, absenteeism from work, and delay, and two components of the partner's satisfaction and job security have the strongest impact on organizational commitment.

**Rose (2006)** in his study said that QWL programs benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, and restructuring tasks carefully and fairly managing human resource outcomes and payoffs.

**Hosseini (2010)** Quality of work life (QWL) or the quality of work system is one of the most interesting methods of creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

**Ghasemizad and Zadeh (2012)**, QWL has a direct bearing on productivity, as improved QWL will ultimately lead to higher productivity and job satisfaction.

**Vishwakarma et.al. (2013)**, QWL of academicians, particularly in the Private Technical Institute, is not in a better condition. Factors such as salary and wage biasness between the same qualified employees, advancement opportunity for growth is low, salary and job security issues badly affecting the relationship with administration and academicians, dissatisfaction regarding leave flexibility, etc. are responsible for low QWL of respondents.

**T. S. Nanjundeswaraswamy 1 D. R. Swamy (2013)** Good Quality of work life is necessary for an organization to attract and retain skilled and talented employees. The study focuses on and analyzes the literature findings which involve QWL.

Due to the increasing attention in the area of the area Work-Life Balance, various studies have been done.

**Lockwood (2003)** defined work-life balance as a process of managing work and personal responsibilities. Work-life programs require support from senior management. For work-life benefits in the work environment, it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accepts employees as individuals with priorities beyond the workplace. Work-life balance programs increase employee motivation and productivity.

**Hamming and Bauer (2009)** showed that females demonstrated more need for work-life balance as compared to males. An individual derives satisfaction in life from work and family domains.

**SubashNath, SoumendraPatra (2010)** “Work-life balance is a wide idea counting good prioritizing among vocation and goal, on one hand, compare with enjoyment, free time, family and religious growth on the other.”

**Muhamad Khalil Omar (2010)** “Work-life balance is quickly flattering one of the important issues of the present employ scene. Currently there is a move from “work-family balance” to “work-life balance” to reproduce the information that non-work demands in people’s life not of necessity incomplete to family only. A high-quality work-life balance is when workers have the aptitude to fulfill both labor and other commitment (family, hobby, art, traveling, studies and so onward)”

**Susi (2010)** work-life balance is a drive for the satisfaction of employees. Many organizations feel the need for work-life balance which leads to the retention of a valuable workforce reduces work-family conflict and reduces employee stress, job satisfaction, and better life balance. Strong and supportive organizational culture increase employee intent to remain in the organization.

**Felicity (2013)** concluded that work-life balance is important in enhancing employee performance at work and home. Gender difference exists in work-life balance needs because work and non-work responsibilities are different for males and females.

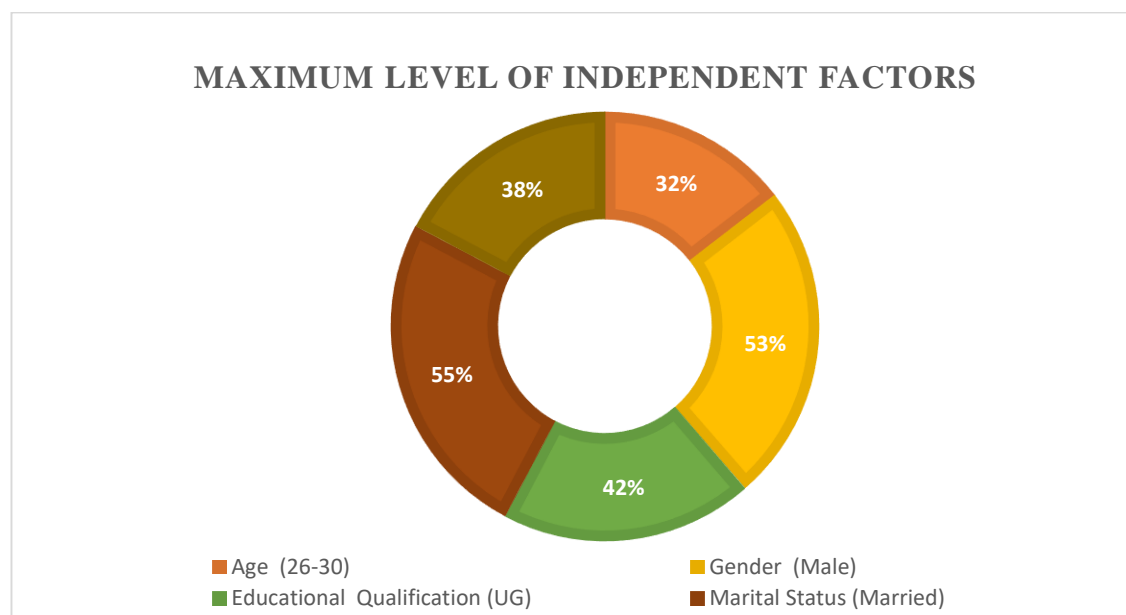
**Bhende et al. (2020)** unearthed the difference between the quality of work-life and work-life balance concepts and discovered new dimensions. They concluded with the relationship and influence of Quality of work-life dimensions over the work-life balance dimensions.

## RESEARCH METHODOLOGY

The quantitative descriptive research design was used for the study. The study was conducted among the employees working in Chennai metro city. The sample size was calculated using the Rao sample size calculator. The samples chosen for the study are 66 employees working in Chennai. The convenience sampling method was applied to collect the data from the employees.

## DATA ANALYSIS

The data analysis was done using path analysis for finding casual relationships between variables (Parvathy & Durairaj, 2022) the study also used the Mann-Whitney test to test the significance between gender and work-life balance factors. The Friedman test was used to find the highest influencing factor(Parvathy V & Durairaj D, n.d.).



The above diagram depicts that the majority of the respondents were male employees and belong to the 26-30 age group. 42% of the employees are undergraduates and more than 50% are in private organizations. More than half of the employees are married and 40% are earning above 50,000.

### Reliability Test:

The reliability of the scale is determined using Cronbach's alpha.

Table 1

### RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.946	24

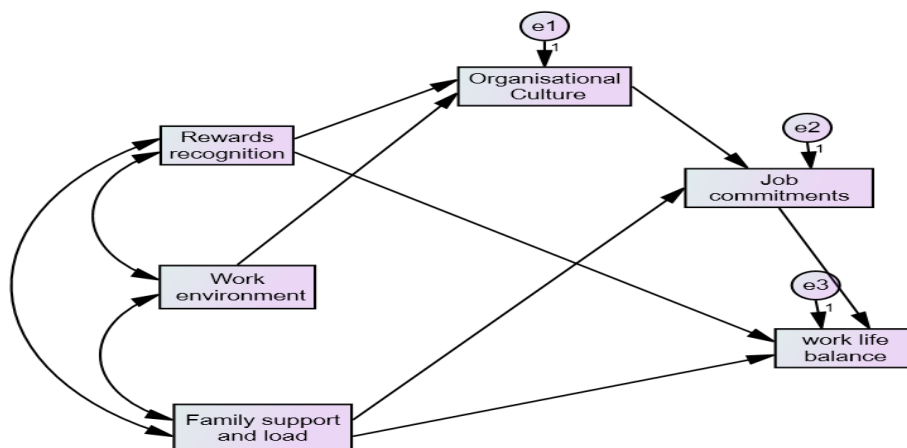
The study checked the reliability of the variables of the study using Cronbach's Alpha. If Cronbach's Alpha is more than 0.60 it is acceptable. Cronbach's alpha value is 0.946, hence it is acceptable. Therefore, the variables of the study are verified.

### Path Analysis using Amos:

#### VARIABLE CLASSIFICATION TABLE FOR QWL AND WLB MODEL

Observed, endogenous variables	Observed, exogenous variables	Unobserved, exogenous variables
ORGANISATIONALCULTURE	WORK ENVIRONMENT	e1
JOB COMMITMENTS	FAMILY SUPPORT AND LOAD	e2
INTEGRATION OF WORK AND LIFE	REWARD AND RECOGNITION	e3

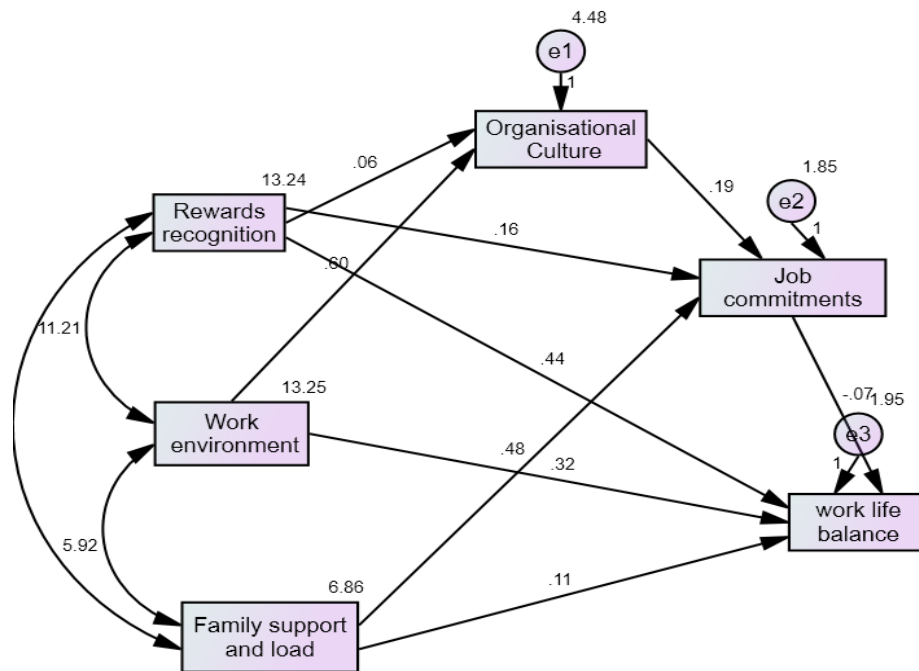
#### VARIABLE COUNTS OF THE QWL AND WLB MODEL



**Figure 1 proposed the QWLWLB model**

The number of variables in the model:	9
The number of observed variables:	6
The number of unobserved variables:	3
The number of exogenous variables:	6
The number of endogenous variables:	3

Based on previous studies the proposed model of the study was constructed to identify the influencing factor among Quality of work life factors and Work-life balance factors.



**Figure 2 Proved the QWLWLB model**

As per the proven model work environment and rewards and recognition have a direct impact on the work-life balance of the employees.

**Ho: There is no influence among the Quality of work-life and Work-life balance factors.**

#### PATH ANALYSIS REGRESSION WEIGHT OF QWL AND WLB

ENDOGENOUS VARIABLES	PATH	EXOGENOUS VARIABLES	ESTIMATE	S.E.	C.R.	P
ORGANISATIONALCULTURE	←	WORK ENVIRONMENT	.602	.136	4.443	0.00
ORGANISATIONALCULTURE	←	REWARDANDRECOGNITION	.060	.136	.439	.660
JOB COMMITMENTS	←	ORGANISATIONALCULTURE	.193	.070	2.758	.006
JOB COMMITMENTS	←	FAMILYSUPPORTANDLOAD	.483	.089	5.436	0.00
JOB COMMITMENTS	←	REWARDANDRECOGNITION	.156	.074	2.097	.036
INTEGRATIONOFWORKANDLIFE	←	JOB COMMITMENTS	-.074	.122	-.602	.547
INTEGRATIONOFWORKANDLIFE	←	FAMILYSUPPORTANDLOAD	.106	.109	.972	.331
INTEGRATIONOFWORKANDLIFE	←	REWARDANDRECOGNITION	.445	.099	4.479	0.00
INTEGRATIONOFWORKANDLIFE	←	WORK ENVIRONMENT	.317	.091	3.486	0.00

As a result, at a 1% level of significance, the regression weight for work environment and rewards and recognition is less than 0.001. Thus, the null hypothesis is rejected and it's obvious from the above regression weight table that there is an influence on the Quality of work-life and Work-life balance factors.

#### Hypothesis:

“Null hypothesis: The hypothesized model has a good fit”

“Alternate hypothesis: The hypothesized model does not have a good fit”

#### MODEL FIT SUMMARY OF QWL&WLB MODEL

Parameter	Suggest value	Research Model value
Chi-square	Less than 5	4.533
P value	Greater than 0.05	0.209
GFI	Greater than 0.9	0.978

CFI	Greater than 0.9	0.996
NFI	Greater than 0.9	0.988
RMSEA	Less than 0.08	0.07

**Interpretation:** Since the P value is 0.209, which is large than 0.05 indicating a perfect fit. The fitness of the model is good as the Goodness of Fit Index, Comparative Fit Index, and Normed Fit Index values are greater than 0.9. and the Root Mean Square Error of Approximation (RMSEA) value is less than 0.08 which is acceptance of a good model. Hence the null hypothesis is accepted.

#### **FRIEDMAN TEST FOR SIGNIFICANT DIFFERENCES AMONG MEAN RANK OF WORK-LIFE BALANCE FACTORS**

Ho: There is no significant difference among mean rank towards Quality of work-life and Work-life balance factors

<b>WORK-LIFE BALANCE FACTORS</b>	<b>Mean Rank</b>	<b>Chi-Square Value</b>	<b>P Value</b>
Reasonable Pay	14.86	<b>109.391</b>	<b>0.000*</b>
Sufficient Earnings for My Standard of Living	10.48		
Balance Between Work and Life	12.43		
Energy For Personal Life	10.67		
Satisfied Personally and Monetarily	12.90		
Good Benefits	9.63		
Safe Both Physically and Psychologically	12.69		
No Interruptions	13.24		
Adequate Welfare Facilities	12.03		
Welfare Needs Are Satisfied	10.05		
Training To Develop My Skills and Abilities	12.23		
Support From Supervisors	12.59		
Mindful Involvement at Work	14.54		
Enhancing Skills at Work	15.05		
Family Support	11.70		
Childcare And Dependent Elders	13.02		
Stress Management	13.55		
Adequate Break	11.22		
Convenient Work Schedule	13.81		
Reasonable Workload	11.93		
Moral Support at Work	11.33		
Association At Work	13.67		
Healthy Relationships with Peers and Supervisors	15.11		
Necessary Recreation	11.28		

**\*Denotes significance at a 1% level**

**Interpretation:** Since the P value is less than 0.001, the null hypothesis is rejected at a 1% level of significance. Consequently, there is a significant difference between the quality of work-life and work-life balance factors. Based on the mean rank healthy relationship with peers and supervisors is the highest influencing factor and good benefits is the least influencing factor.

#### **MANN WHITNEY U TEST FOR SIGNIFICANT DIFFERENCE BETWEEN MEAN RANK OF MARITAL STATUS AND WORK-LIFE BALANCE FACTORS**

Ho: There is no significant difference between the mean rank of gender towards Work life balance factors.

<b>WORK-LIFE BALANCE FACTORS</b>	<b>GENDER</b>		<b>Z VALUE</b>	<b>P VALUE</b>
	<b>MALE</b>	<b>FEMALE</b>		
Family Support	26.51	41.39	3.343	0.001*
Childcare And Dependent Elders	32.19	34.98	0.644	0.520
Stress Management	35.46	31.29	0.934	0.350



Adequate Break	34.87	31.95	0.647	0.517
Convenient Work Schedule	39.39	26.85	2.784	0.005
Reasonable Work Load	32.27	34.89	0.579	0.562
Moral Support at Work	40.26	25.87	3.274	0.001
Association At Work	35.40	31.35	0.907	0.365
Healthy Relationship with Peers and Supervisors	38.57	27.77	2.436	0.015
Necessary Recreation	38.90	27.40	2.533	0.011
Mindful Involvement at Work	34.23	32.68	0.372	0.710
Enhancing Skills at Work	33.97	32.97	0.229	0.819

**\*Denotes significance at a 1% level**

**Interpretation:** since the P value is 0.001 the null hypothesis is rejected at a 1% level of significance. Hence there is a significant difference between the mean rank of Gender concerning the work-life balance factors of employees in Chennai. As per the mean rank, the highest influential factor for female respondents is their family support.

#### **KRUSKAL-WALLIS TEST FOR SIGNIFICANT DIFFERENCES AMONG MEAN RANK OF THE INCOME AND THE FACTORS INFLUENCING THE QUALITY OF WORK LIFE OF EMPLOYEES**

**Ho: There is no significant difference between the mean rank of the income level of the employees and the influencing factors of Quality of work life.**

QWL FACTORS	INCOME					Chi-Square Value	P Value
	Below 20000	21000-30000	31000-40000	41000-50000	Above 50000		
Reasonable Pay	16.54	28.19	21.05	25.20	52.32	44.461	0.000
Sufficient Earnings for My Standard of Living	17.73	31.50	26.85	22.00	49.60	34.314	0.000
Balance Between Work and Life	22.50	19.06	26.50	43.80	42.52	20.541	0.000
Energy For Personal Life	25.73	29.25	26.20	18.70	47.74	25.215	0.000
Satisfied Personally and Monetarily	16.31	29.19	24.30	39.75	45.00	25.835	0.000
Good Benefits	30.00	41.13	29.95	15.45	41.52	16.295	0.003
Safe Both Physically and Psychologically	22.19	39.75	18.95	30.25	44.50	21.381	0.000
No Interruptions	22.50	27.06	20.20	42.05	43.18	21.119	0.000
Adequate Welfare Facilities	22.65	29.25	20.50	30.30	46.98	24.358	0.000
Welfare Needs Are Satisfied	26.12	30.75	24.35	19.30	47.56	25.871	0.000
Training To Develop My Skills and Abilities	24.42	30.75	20.05	17.10	51.04	38.174	0.000
Support From Supervisors	23.81	25.19	19.40	24.15	50.58	35.966	0.000

**Denotes significance at a 1% level**

**Interpretation:** Since the P value is less than 0.01, the null hypothesis is rejected at a 1% level of significance. Hence concluded that there is a significant difference between the mean rank of income and the quality of work-life factors of employees.

## FINDINGS AND SUGGESTIONS:

### Findings

The study reveals that the quality of work-life and work-life balance are interrelated and has few influencing factors. Work environment and rewards and recognition are the most influential factors in the work-life balance of employees. The study also significantly identified the difference in the mean rank between the Quality of Work Life and Work-Life Balance factors. There is a difference between the perception of male and female employees toward Work-Life Balance factors as most of the females are influenced by their family support when the males are influenced by support at work. The study also significantly identified differences in mean rank between the Quality of Work Life and Work-Life Balance factors.

The study explored the work environment of employees to analyze the Quality of their Work Life and to identify the influencing factor in the employee's Work-Life Balance.

### Suggestions

The study reveals the need for the Quality of Work Life and Work-Life Balance in the organization to achieve employee satisfaction by satisfying personal and professional needs. These days employees have various job opportunities in the current job market but the employee turnover rate is a cost to any organization. Subsequently, retention of employees should be done to reduce the cost incurred in employee turnover. The Human Resource personnel must be well proficient in handling, utilizing, and retaining the Human Resources in every organization which benefits both the organization and the employees.

## CONCLUSION:

The study observed the employee's work life and personal life to analyze the Quality of Work Life and Work Life Balance of employees working in Chennai. Thus, the Quality of the Work Life of employees is influencing the Work-Life Balance of employees. Work environment and reward and recognition are the major influencing factors that determine the Work-Life Balance of employees. With the advent of the changing lifestyle of the employees, it is necessary to update the working condition and the welfare facilities for every employee in an organization to increase their level of satisfaction. Therefore, the study concludes that the Quality of Work Life of employees is influencing the Work-Life Balance.

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