

QUALITY OF WORK-LIFE AND WORK-LIFE BALANCE IN THE HEALTH SECTOR OF CHENNAI

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ABSTRACT:

Work is the personal and social identity of an individual. Work-life is an important fragment of human life. Work is not only an indispensable means of an individual like the sense of usefulness it also serves as a financial means. This article explores the correlation between the Quality of Work Life and Work Life Balance, and elucidates the many aspects included under the concepts of Quality of Work Life and Work-Life Balance. 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. Achieving a harmonious equilibrium between an individual's professional and personal spheres is important, given that a significant portion of one's time and energy is dedicated to the workplace. To be satisfied with the work-life the work environment factors should be positively influencing an individual to work more efficiently and be satisfied with their work. Data have been gathered from 92 employees, to analyze the relationship between the Quality of work life and Work-Life Balance of employees. This article discloses the dimension of the Quality of Work Life that impacts the Work-Life Balance.

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 the assessment of work quality is an important aspect in several academic and professional settings. Evaluating the quality of work involves examining the overall standard, effectiveness, and adherence to established the concept of life has significant importance for both organisations and people alike. 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. The notion of work-life balance pertains to the state of equilibrium achieved when an individual effectively manages their

professional obligations and personal life commitments. Time and energy management refers to the capacity to efficiently and proficiently allocate and regulate one's time and energy resources. 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.

Moreover, the issue of work-family conflict may be mitigated by the implementation of a more equitable distribution of employee engagement in both professional and personal spheres. Employees who possess a high level of balance are able to effectively manage and navigate the many factors that may potentially impact their performance and responsibilities in both their personal and professional domains. From the perspective of the organisation, achieving a work-life balance contributes to increased production and efficiency in the workplace.

QUALITY OF WORK-LIFE AND WORK-LIFE BALANCE

Enhanced Workmanship The well-being and contentment of workers in their personal and professional lives may positively impact satisfaction and dedication to their work, ultimately contributing to a healthy Work-Life Balance. It has been observed that individuals who are content with their work environment and job conditions tend to make more significant contributions to the overall growth and progress of the organisation. The presence of human resources inside an organisation is a critical and valuable asset. The adverse impact of poor job quality on workers has a cascading effect on their personal lives, leading to a decline in work performance and overall well-being. Consequently, in today's highly competitive environment, maintaining staff retention becomes a challenging endeavour.

Employee retention is a significant difficulty for organisations across all industries. The retention of a current employee has significant importance for any organisation. Therefore, it is important to provide motivation to employees. A decrease in employee turnover may be seen when workers have high levels of job satisfaction and overall well-being in their work-life. The organization's worth is positively correlated with a reduction in staff turnover. Therefore, it is important to prioritise the preservation of work quality by taking into account the aspects of Quality of Work Life, which facilitate the attainment of a suitable equilibrium between an employee's job and personal life.

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 that influence them positively or negatively depending on the work-life factors.

LIMITATIONS OF THE STUDY

The investigation is constrained by geographical boundaries.

The survey only focused on personnel located in Chennai.

OBJECTIVES OF THE STUDY

To investigate the correlation between the Quality of work-life and Work-life balance.

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

To recognize the main factors that determine the assessment of workers' work life quality.

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) examined industrial workers' QWL in the public and private sectors, they discovered that Work Life Quality Existence is vital for a variety of aspects that are critical to the overall health of any industrial organisation, including labour turnover, work satisfaction, labor-management relations, and job performance.

Donalson (2000) conducted research that revealed a significant association between the level of working conditions and several organisational outcomes, such as commitment, absenteeism, and tardiness. Within the scope of the study, an analysis was conducted on many components, revealing that relationship happiness and job security were the primary determinants significantly impacting the level of organisational commitment.

Rose (2006) conducted a study that demonstrated the benefits of Quality of Work Life (QWL) courses for both academics and management. These programmes enable the settlement of work-related difficulties, promote cooperation, improve work conditions, and include a thorough and fair approach to managing human resource outcomes and incentives.

In his work, **Hosseini (2010)** examines the notion of Quality of Work Life (QWL) as a prominent strategy for promoting motivation and augmenting job enrichment. This strategy is based on the perspectives of workers and managers about motivation, with a specific focus on fair remuneration, opportunities for professional development, and continuous advancement. By giving priority to these variables, the performance of employees is enhanced, thereby enhancing the overall quality of work life (QWL) experienced by the workforce.

Ghasemzad and Zadeh (2012) established a definitive association between Quality of Work Life (QWL) and productivity. It is anticipated that the improvement of Quality of Work Life (QWL) would lead to heightened levels of productivity and enhanced job satisfaction.

Vishwakarma et al. (2013) asserts that academics, particularly those working at private technical institutions, encounter poor levels of quality of work life (QWL). The participants ascribe the substandard quality of work life (QWL) to a range of factors, encompassing discrepancies in salary and wages among employees of equal qualifications, restricted prospects for professional growth, adverse effects on their interactions with administration and academicians stemming from concerns about salary and job security, and discontentment with the inflexibility of leave policies. In the study conducted by **Nanjundeswaraswamy and Swamy (2013)**, it was found that the establishment of a high-quality work environment is of utmost importance for organisations aiming to successfully attract and retain highly skilled and proficient individuals. The primary objective of this study is to conduct a comprehensive review and critical analysis of the current body of literature concerning the concept of Quality of Work Life (QWL).

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

Lockwood (2003) posits that the notion of work-life balance encompasses the proactive administration of both professional and personal responsibilities. The effective implementation of work-life initiatives need support from senior management. To enhance work-life benefits in the professional environment, it is beneficial to build a corporate culture that encourages a change in employees' attitudes towards work and recognises and supports their unique identities, including personal aspirations outside the workplace. Research has shown that the introduction and execution of work-life balance initiatives have favourable outcomes in terms of employee engagement and productivity.

Hamming and Bauer (2009) performed research that revealed that women had a higher propensity for pursuing work-life balance as compared to men. Individuals get a profound feeling of satisfaction in their lives by actively participating in both their professional and family domains.

SubashNath, SouendraPatra (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 becoming one of the important issues of the present employment 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 commitments (family, hobby, art, traveling, studies and so onward)”

Susi (2010) posits that the attainment of work-life balance functions as a significant catalyst for fostering employee well-being and contentment. A multitude of institutions acknowledges the significance of attaining a work-life equilibrium, as it contributes to the retention of a highly proficient and esteemed labour force, mitigates conflicts between work and family responsibilities,

and alleviates stress experienced by employees. Additionally, it has been shown to have a positive impact on job satisfaction and promote a better balance between work and personal life. A resilient and supportive corporate culture has a favourable influence on workers' propensity to remain employed inside the business.

Based on the research conducted by **Felicity (2013)**, it was ascertained that the preservation of work-life equilibrium significantly contributes to enhancing workers' performance in both their professional and personal domains. The existence of gender disparities in work-life balance demands may be attributed to discrepancies in job-related and non-work-related responsibilities that people encounter as a result of their gender.

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.

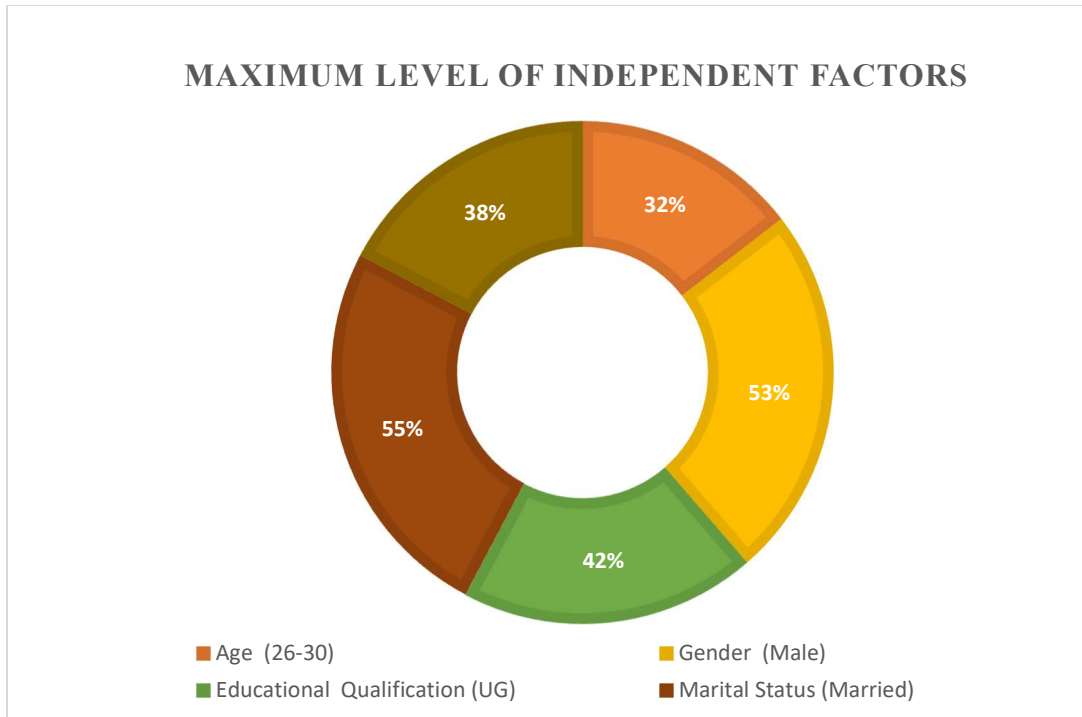
Roohollah Askari (2021) The research set out to investigate the situation of work-life balance (WLB) and how hospital personnel's QoL (quality of life) is related to it. According to the findings, most individuals spent a higher proportion of their time working than engaging in personal activities. The opinions of Work Life Balance held by employees were related to the quality of life in all categories. However, no significant differences were discovered based on age, working shift, or employment experience. In conclusion, WLB advancements could result in higher QoL. Successful workplace practices are required to address this issue since research suggests that female employees and clinical personnel may have a poorer work-life balance.

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. Information from the employees was gathered using the convenience sample technique.

DATA ANALYSIS

The data analysis was done using path analysis to find casual relationships between variables 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 vast majority of those surveyed 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 are earning 50,000.

Reliability Test:

Cronbach's alpha is used to assess the scale's consistency.

Table 1

DATA ON RELIABILITY

Cronbach's Alpha	N of Items
.946	24

In this study, Cronbach's Alpha was used to check how reliable the factors were. It's fine if Cronbach's Alpha is more than 0.60. The number of Cronbach's alpha is 0.946, which means it's fine. This means that the study's factors are precise.

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

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

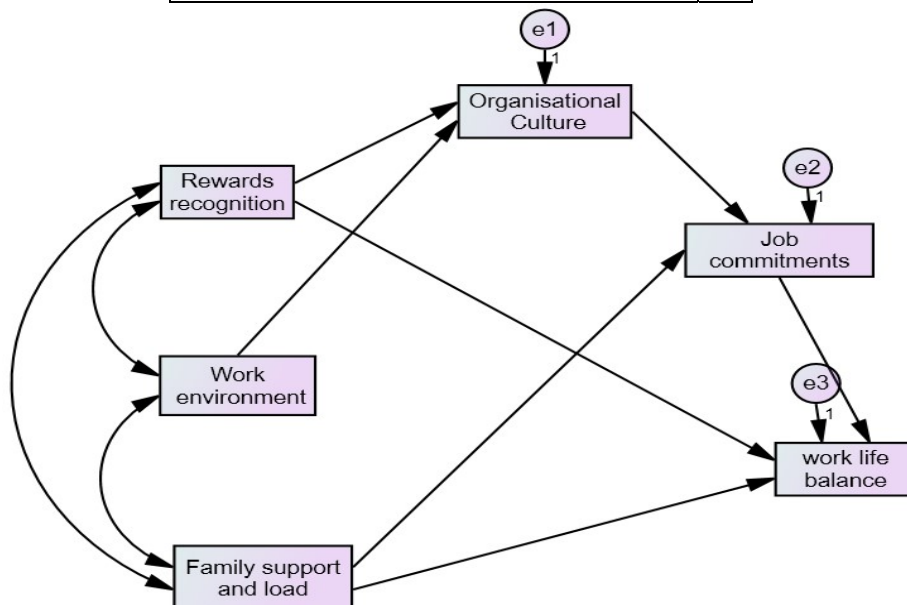


Figure 1 proposed the QWLWLB model

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.

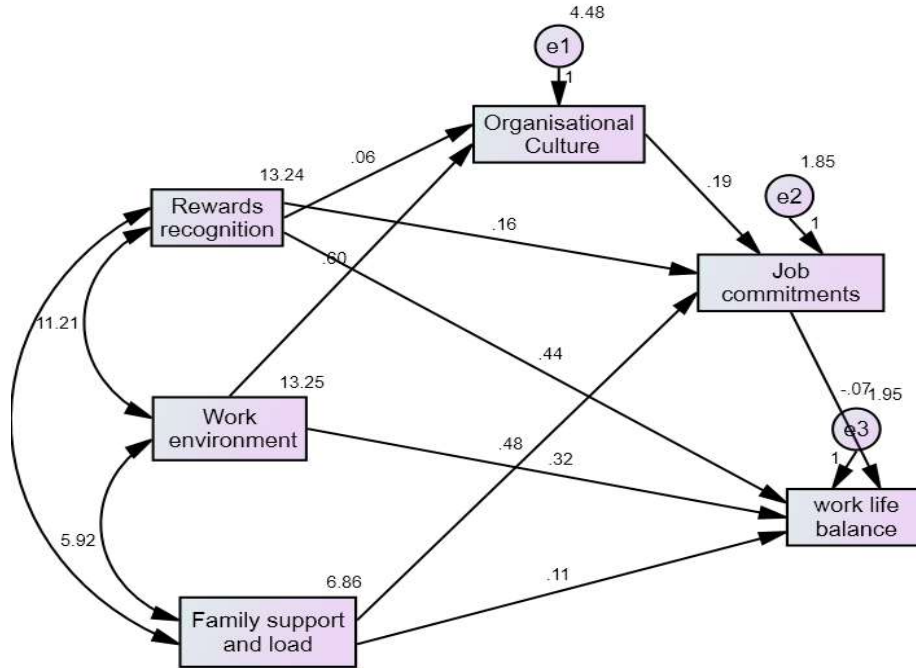


Figure 2 Proved the QWLWLB model

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

H0: 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	PAT H	EXOGENOUS VARIABLES	ESTIMA TE	S. E.	C.R .	P
ORGANISATIONALCULT URE	←	WORK ENVIRONMENT	.602	.136	4.43	0.00
ORGANISATIONALCULT URE	←	REWARDANDRECOG NITION	.060	.136	.439	.660
JOB COMMITMENTS	←	ORGANISATIONALCU LTURE	.193	.070	2.758	.006
JOB COMMITMENTS	←	FAMILYSUPPORTAN DLOAD	.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	0.0
INTEGRATIONOFWORKANDLIFE	←	WORK ENVIRONMENT	.317	.091	3.486	0.0

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.

H0: There is no significant difference among mean rank towards Quality of work-life and Work-life balance factors

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

WORK-LIFE BALANCE FACTORS	Mean Rank	Chi-Square Value	P Value
Reasonable Pay	14.86	109.391	0.000*
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.

H0: There is no significant difference between the mean rank of gender towards Work life balance factors.

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

	GENDER	Z	P

WORK-LIFE BALANCE FACTORS	MALE	FEMALE	VALUE	VALUE
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.

H0: 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.

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

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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