

# To Study Effect of Job Satisfaction, Efficiency and Career Development on Quality of Work Life: A Comparative Study of Public and Private Hospitals of Chandigarh Tricity



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## Abstract

This study has been conducted to investigate the effect of job satisfaction, career development and efficiency on quality of work life among employees of public and private hospitals in selected hospitals of Chandigarh Tricity. Two public and two private hospitals were selected and total of 300 responses were taken 150 from each category of hospitals. The results revealed that the participants from private hospitals had a better score on all the three dimensions and overall quality of work life was found to be better in employees of private hospitals. In addition, a significant relationship was found, (when overall responses were taken) between job satisfaction, career development and efficiency on quality of work life. The findings of this study have implications for hospitals to provide better career development opportunities, job satisfaction and measures to increase efficiency in order to make employees more efficient and loyal towards the organizations. Results have more implications for public sector hospitals as compared to private hospitals.

**Keywords:** Quality of work life, Job Satisfaction, Career Development, Efficiency, Human Resources Management

## Introduction

The quality of human resources of an organization reflects the strength of that organization. Quality of human resources plays an important role in effective and efficient utilization of other resources of the organization. As the organizations are supposed to be managed by people, hence opportunities and challenges of managing them continuously emerge from people only. Hospital managers are responsible and accountable towards their colleagues and employees with respect to the quality of work life being provided to them by the hospitals. Hospitals employ people from different professional backgrounds and the expertise required for hospital operations vary drastically. In hospitals the employees may be from medical, nursing, paramedical ,engineering, finance, information technology, pharmaceutical, materials management background, hence it becomes difficult for the hospital human resources manager to manage people from diverse backgrounds and along with this comes the challenge of providing them the quality of work life as the requirements are different for different professionals. There has been sufficient research evidence to show connection between the economic outcomes and management of human resources.

Managing a hospital has become more complex with the advancement of technology and requirement of people from diverse backgrounds, as world is moving at high speed and there is intense competition, consumers are more aware the employees need to be customer oriented and hence there is requirement of quality of work life in hospitals too, so that the patients may get better quality of services. Quality of Work Life (QWL) has proved to be the most important aspect of job that makes it sure that there is going to be a long term association of the employees and organisation. QWL is "The quality of relationship between the employees and overall working environment". Quality is no more a specialised word but has become a necessary and must for the best survival.

As human resources management has gained importance in recent times, quality of work life, job satisfaction, career development and efficiency has attracted the attention of hospital managers, academicians, hospital administrators and physicians equally.

### Statement of The Problem

Strength of any hospital is its employees or human resources, as hospitals are primarily to offer services. Focus of human resources management department remains on development of employee while helping him or her to contribute towards achieving objectives of hospital. Hospital employees spend major chunk of their active hours of day at the hospital, hence there is a dire need of improving the quality of work life. The three aspects taken for this research work, job satisfaction, career development and efficiency have a major impact on the quality of work life. As there has been a rise in the corporate hospitals the competition has also increased and with growing population the government has also taken steps to increase the bed capacity of existing hospitals or to come up with new hospitals. As the numbers of beds are increasing and employment has also increased it becomes the responsibility of managers and administrators to make it sure that human resources are getting enough quality of work life so that they can prove their worth and may be able to provide excellent quality of health care to the patients. But, there has been a huge difference in QWL in case of public and private hospitals, as most of the studies have suggested that there is better quality of work life among the private sector employees in comparison to the public sector employees.

In the present study, an attempt has been made to find out, if the same results are applicable in the hospital industry also. Through this study an attempt has been made to focus on techniques and methods which can be used to better the quality of work life, so that various skills and professional expertise of employees of hospitals may be used for better services to the patients and society as whole. The present study focuses on study of effect of job satisfaction, career development and efficiency on QWL in public and private hospitals.

### Objectives of Study

1. To study the factors affecting QWL in private and public hospitals of Chandigarh Tricity.
2. To study the impact of Job satisfaction on QWL In public and private hospitals.
3. To study impact of career development on QWL in Public and private hospitals.
4. To explain how efficient work environment affects the QWL in public and private hospitals.
5. To suggest how QWL can be improved

### Review of Literature

Prasad and Soni, (2017), stated that Quality of work life means to spend the life during the work and make most out of it. By providing a good quality of work life to the employees an organisation can provide a very good product and will be able to attain the goals for the organization. As the employee

having a good job satisfaction would be better than the one who has comparatively lower job satisfaction. Quality of work life increases the enthusiasm and morale and therefore increases the production of organization.

Kelbiso, Belay, and Woldie, (2017) found that high quality of work life (QWL) is an important aspect for health care facilities. It is important for hospitals to have qualified, dedicated, and efficient employees. Among different specialties in hospitals, nurses and doctors have a major role among other health care providers. So, they should have a better QWL, so that they are able to deliver high-quality medical care to patients and society at large

Daubermann and Tonete, (2012), mentioned that the quality of work life (QWL) is a process by which the organizations' employees and stakeholders get an insight into how to work better together to improve both the staff's quality of life and the organizational effectiveness simultaneously. This concept basically denotes the way in which an organization can protect the holistic well-being of an employee instead of only concentrating on job-related competencies.

Blaauw, Ditlopo, and Rispel, (2014) QWL is one of the most important elements in employee retaining and staffing, it has a great effect on having the required number of nurses in hospitals. To study the problem, the different issues included workload, leadership and clinical support, continuous medical education, career development, placement, professional admiration, work place safety, and better compensation management.

S.Khodadadi et al (2014) investigated the QWL dimensions and their impact on the employees' job satisfaction. In this study independent variables which were selected were, job security, remuneration policies, training and development, promotion opportunity, and, job satisfaction as the dependent variables. 114 employees were selected randomly for this study and two different research instruments of "quality of work life" and "job satisfaction" was administered for data collection.

MD.Inamual Haque, MD Suhail Rana and Zainal abedin (2015), found, on assessing the quality of work life of garment workers in Bangladesh, in Dhaka city. They found out that quality of work life has major role in garment industry productivity and efficiency. Study suggests that importance should be given to provide career development opportunities and job satisfaction.

Dr Yogesh Jain and renil Thomas (2016), studied quality of work life among the employees of a leading pharmaceutical company of Gujrat, Vadodra. Study revealed that there is a relationship between organizational commitment and quality of work life. Study suggests that the company must frame the policy on career development for better efficiency and output.

### Content and Hypothesis

#### Career Development

Career development is an integral part of human development and it is the aspect which helps

to form the work identity of an individual. It keeps on continuing through ones entire life time. Career development happens in various phases like, awareness related to various career options, decision on which career to choose, preparation for it, application for the career opportunity, getting the job, improving on the skills, evaluating self and job, advancing in it, achieving the goals, and it may also involve changing the career path and jobs. It is an important point to remember that career development will take place in a natural way, along with maturity, but with evaluation and interventions one can achieve happier and more successful path.

### Job satisfaction

Job satisfaction may be defined as an idea, a perception and the positive attitude and along with these factors the emotions of individuals about profession, which are affected by some factors such as work environment, organizational system, work environment relationship and socio-cultural factors. The job satisfaction dimension is an important factor in determining the quality of work life.

### Efficiency

Efficiency of an organization can be enhanced by giving a good work environment, when efficiency of individuals is increased it leads to overall increase in the organisational efficiency. It may lead to increased productivity and hence the organisation is also committed to provide better quality of work life for the employees. A better QWL leads to increased individual and organisational efficiency, reduced costs, increased productivity, increased motivation and job satisfaction. Hence it becomes important to measure the individual efficiency parameter to find out the quality of work life.

### H 1

There is significant difference between opinion of public and private hospital professionals regarding Career Development dimension of QWL

### H 2

There is significant difference between opinion of public and private hospital professionals regarding Job satisfaction dimension of QWL.

### H 3

There is significant difference between opinion of public and private hospital professionals regarding Efficiency dimension of QWL.

### Research Design

For conducting this study descriptive research design has been used so as to measure the QWL practices, job satisfaction, career development and efficiency aspects, in the selected public and private hospitals of Chandigarh Tricity. For purpose of this study quota sampling was done and samples were selected from among the doctors and nurses of selected hospitals. For better representation of population, respondents from different demographics were selected, demographic variables used were, age, gender, educational qualification, experience, dependents, residence, modes of travelling.

The target population is doctors and nurse of selected hospitals, 4 hospitals, 2 public and 2 private were selected and from each hospital sample size of 25 doctors and 50 nurses was selected, hence making total sample size of 300, 150 from public hospitals and 150 from private hospitals. As far as doctors and nurses are concerned total 200 nurses were there, 100 from public and private hospitals each, there were total of 100 doctor's 50 each from public and private hospitals.

### Sources of Data

For conducting this study, both primary and secondary data was collected. Secondary data was collected from research papers, text books and journals, for a better understanding of the concepts related to quality of work life. Primary data was collected using self administered questionnaire, it was a pre tested questionnaire used by Dr. Suchi Sharma used in study "Factors affecting QWL: A case study of public and private sector organisations", 2008. Sample size consisted of 300 respondents, from 2 public and 2 private hospitals

### Data Analysis

For measuring the opinion on career development seven statements are used and options of respondents have been measured on five point scales from "excellent" to "poor", 1 being excellent and 5 being poor.

**Table 1: Comparative statements for Career Development in Selected Public and Private Hospitals**

S.No.	Career Development	Public Hospitals	Private Hospitals	T-Value	P-Value
1.	Process of manpower planning for better progression of career is	2.59	2.00	3.608	.058
2.	Information availability on present and future job options is	2.84	2.25	2.145	.144
3.	Appraisal systems are	2.52	2.21	2.034	.155
4.	Skills up gradation training facilities are	2.43	2.06	3.361	.068
5.	System for job rotation in your hospital is	2.47	2.13	2.331	.028
6.	Organisational and individual goals integration in your hospital is	2.61	2.19	2.415	.001
7.	Policies for promotion in your hospital are	2.51	2.19	0.012	.914

Source: Field Survey

### Analysis

The above table compares the average respondent scores on various statements related to Career development in public and private hospitals. It

can be seen that for statements (1, 5, and 6) t-values and their corresponding significant values show that there is a significant difference between opinions of respondents from public and private hospitals. Further

# Periodic Research

this table shows that professionals from private hospitals have more positive perception regarding the career development, as compared to workers of public hospitals. The average score for career development in case of public hospitals is close to GOOD whereas

for private hospital employees it is towards VERY GOOD. So we can conclude that in case of PRIVATE HOSPITALS Professionals, the career development is a little better than the public hospital professionals.

**Table 2: comparative statement on Career Development**

Dimension	Hospital	n	Mean	S.D	Z-Value	P-Value	Decision
Career Development	Public	150	2.56	0.254	16.995	0.001	Significant
	Private	150	2.14	0.349			

The researcher has used z-test to find the difference among overall average opinion related to career development. The z-test value of 16.995 has a p-value of 0.001 which means that if taken average, there is a statistically significant difference between two organisations on the QWL dimension of career development, and it is significant at 0.001 levels or 1% level of significance. The average score of public hospitals (2.56) is greater than average score of private hospitals (2.14), which mean private hospital employees think that career development in their hospitals is very good. The standard deviation for private hospital employees is more (0.349) as compared to public hospital employees (0.254) which mean that opinion of private hospital employees varies

than public hospital employees, so it can be concluded that private hospital employees enjoy better career development in comparison to public hospital employees. As the significant value is 0.001 which is less than 0.05, the alternative hypothesis is accepted and it can be concluded that there is statistically significant difference between opinions of public and private hospital employees.

Eight different statements were given to respondents to measure job satisfaction dimension on a five point likert scale, from 1 (strongly agree) to 5 (strongly disagree). Table below shows the comparison between the different respondents for public and private hospitals.

**Table 3: Comparative Statements for Job Satisfaction, in Selected Public and Private Hospitals**

S. No.	Job Satisfaction	Public Hospitals	Private Hospitals	T-Value	P-Value
1.	I get opportunity to perform challenging works due to my job	2.43	2.59	1.950	.164
2.	My hospital gives me enough authority to do my job effectively	3.37	2.93	2.117	.002
3.	I am usually recognized and appreciated for good job	2.81	2.69	9.573	.001
4.	I have high enthusiasm and morale right now	2.37	2.15	2.252	.135
5.	My hospital gives best quality service and products to patients	2.13	1.83	4.493	.035
6.	My hospital gives satisfying work culture and experience to its employees	3.18	2.72	5.167	.024
7.	In my opinion my hospital is financially strong organization	2.03	1.82	9.438	.001
8.	I would recommend my hospital as an option for work	2.33	2.13	0.509	0.476

Source: Field Survey

### Analysis

The above table compares the average respondent scores on various statements related to Job satisfaction in public and private hospitals. It can be seen that for statements (2, 3, 5, 6 and 7) t-values and their corresponding significant values show that there is a significant between opinions of respondents from public and private hospitals. Further this table shows that professionals from private hospitals have

more positive perception regarding the Job satisfaction, as compared to workers of public hospitals. The average score for Job satisfaction in case of public hospitals is towards NEUTRAL whereas for private hospital employees it is towards AGREE. So we can conclude that in case of PRIVATE HOSPITALS Professionals, Job satisfaction is better than the public hospital professionals.

**Table 4: Comparative Statement on Job Satisfaction**

Dimension	Hospital	n	Mean	S.D	Z-Value	P-Value	Decision
Job satisfaction	Public	150	2.58	0.248	0.058	0.810	Not Significant
	Private	150	2.35	0.258			

The researcher has used z-test to find the difference among overall average opinion related to Job satisfaction. The z-test value of 0.058 has a p-value of 0.810 which means that if taken average, there is a statistically no significant difference between

two organisations on the QWL dimension Job satisfaction. The average score of public hospitals (2.58) is greater than average score of private hospitals (2.35), which mean private hospital employees think that Job satisfaction in their hospitals

is good, whereas public hospital professionals are neutral. The standard deviation for public hospital employees is less (0.248) as compared to private hospital employees (0.258) which mean that opinion of private hospital employees varies than public hospital employees, so it can be concluded that private hospital employees enjoy better Job

satisfaction in comparison to public hospital employees. As the significant value is 0.810 which is more than 0.05, the alternative hypothesis is rejected and it can be concluded that there is statistically no significant difference between opinions of public and private hospital employees.

**Table 5: Comparative Statements for Efficiency, in Selected Public and Private Hospitals**

S.No.	Efficiency	Public Hospitals	Private Hospitals	T-Value	P-Value
1.	Our group is able to achieve our quarterly targets	2.60	1.84	5.149	.024
2.	Our individual and group objectives are well defined	2.84	1.94	1.547	.228
3.	Employees in our hospital use advanced IT systems to enhance efficiency and productivity	3.07	1.86	7.515	.001
4.	Use of multi disciplinary task forces have improved the productivity and efficiency	3.19	1.99	6.259	.135
5.	Our hospital and different groups achieve our annual targets	2.84	1.75	8.093	.035
6.	Our hospital is geared up for increasing productivity and efficiency by NABH/JCI Accreditation	3.42	1.80	5.167	.074
7.	Our hospital provides enough resources to complete the tasks on time, efficiently	3.23	1.86	7.438	.001

Source: Field Survey

### Analysis

The above table compares the average respondent scores on various statements related to Efficiency in public and private hospitals. It can be seen that for statements (1, 3, 5, and 7) t-values and their corresponding significant values show that there is a significant difference between opinions of respondents from public and private hospitals. Further this table shows that professionals from private

hospitals have more positive perception regarding the Efficiency, as compared to workers of public hospitals. The average score for Efficiency in case of public hospitals is towards NEUTRAL whereas for private hospital employees it is towards AGREE. So we can conclude that in case of PRIVATE HOSPITALS Professionals, Efficiency is better than the public hospital professionals.

**Table 6: Comparative Statement on Efficiency**

Dimension	Hospital	n	Mean	S.D	Z-Value	P-Value	Decision
Efficiency	Public	150	3.02	0.5213	5.958	0.001	Significant
	Private	150	1.86	0.2098			

The researcher has used z-test to find the difference among overall average opinion related to Efficiency. The z-test value of 5.958 has a p-value of 0.001 which means that if taken average, there is a statistically significant difference between two organisations on the QWL dimension Efficiency.

The average score of public hospitals (3.02) is greater than average score of private hospitals (1.86), which mean private hospital employees think that Efficiency in their hospitals is good, whereas public hospital professionals are neutral. The standard deviation for public hospital employees is less (0.5213) as compared to private hospital employees (0.2098) which mean that opinion of public hospital employees varies than private Efficiency, so it can be concluded that private hospital employees enjoy better Efficiency in comparison to public hospital employees.

As the significant value is 0.001 which is less than 0.05, the alternative hypothesis is accepted and it can be concluded that there is statistically significant difference between opinions of public and private hospital employees.

### Findings

From the present study we can conclude that in case of private hospitals Professionals, the career development is a little better than the public hospital

professionals. Second finding is that in case of private hospitals Professionals, Job satisfaction is better than the public hospital professionals. Along with these findings, in case of private hospitals Professionals, Efficiency is better than the public hospital professionals. Although in the study it was found that employees of both the public and private sector hospitals were satisfied with the quality of work life, the only difference was in the degree of satisfaction. The private sector employees were more satisfied in comparison to the public sector employees.

### Conclusion

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

The studies which were reviewed focus on different parameters related to QWL, and review include both the Indian and foreign studies. In the review on QWL, a number of dimensions were considered for evaluating the job satisfaction, career development, and efficiency of the employees of both the public and private hospitals.

In the study it was found that the employees of private hospitals were much more satisfied in comparison to the public hospital employees with relation to three parameters selected for this study, the results were significant for the career development and efficiency aspect whereas was insignificant for the job satisfaction aspect, hence the public hospitals must focus on the QWL aspect of their employees as most of the population in India still rely upon the public hospitals, and in order to provide them best quality of services first the service providers, that is the employees of hospitals must be well satisfied with their quality of work life, career development and working conditions.

It was also revealed that QWL, quality of life, quality of organisations are all interdependent and interrelated. Through "QWL", an individual will improve his quality of life which will enable industrial development that further leads to country's development on the whole.

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