2.1. INTRODUCTION

The prime objective of this study is to identify the level of satisfaction of the health workers on the Quality of Work Life prevailing in the selected Multispecialty Health Institutions operating within the urban areas of Coimbatore. As it is indicated already, the Quality of Work Life that prevails in an institution, called the work environment, is said to influence the level of satisfaction on Job. Hence, for the purpose of identifying the variables influencing the Quality of Work Life and the level of satisfaction on job of the health workers, the methodology adopted identifying the Quality of Work Life, and the level of satisfaction on job and to know the conclusions arrived at thereof, an examination of the available literature in the area of “Quality of Work Life” and the level of Job satisfaction becomes essential. In the present chapter such an attempt is being made.

The present study has bifurcated the entire reviews available into studies related to abroad and studies related to the Indian context. The purpose behind such a division is that in the foreign context the factors of the Quality of Work Life is said to be different in terms of its influence and significance from the factors operating in the Indian Context. As a result of this, the variables identified, the methodology used and the significance of its influence is also said to be different. One of the important advantages of such bifurcation is that a comparison of the nature of factors influencing and its relative influence is possible.

A literature review was conducted to become acquainted with the theoretical background regarding Quality of Work Life and its predictors. General literature regarding Quality of Work Life was consulted. The latter will enable the researcher to identify a set of components to serve as constructs for the study and be able to define each of the facets of Work Life. But no study has been so far conducted related to Quality of Work Life of nurses of healthcare institutions in India. The purpose of the chapter is to synthesize and analyze the literature pertinent to the purpose of the research. Themes important to the study are illuminated throughout the review process.

For the sake of clarity the literature was arranged in two heads by the researcher namely Foreign studies and Indian studies.
2.2. FOREIGN STUDIES : QUALITY OF WORK LIFE

Goodale Hall et.al.\(^1\) Conducted a survey in understanding how they perceive the phrase "Quality of Life". From the study they could conclude that the most frequently mentioned components defining Quality of Life were psychological well-being, the work environment, realizing or working towards one's aim in life and the social environment provided to him. The authors viewed that it is safe to conclude that the work environment not only one of the most important domains in people's lives, but also contains many of the components of Quality of Life. Therefore, this domain plays an important part in the individual's general Quality of Life and sense of well-being.

Barry et.al\(^2\) In their paper in assessing the methodology of Quality of Work Life and organizational effectiveness described the development and implementation of a standardized set of definitions, measures and costing methods for behavioral outcomes.

Kavoussi et.al\(^3\) In their paper compared unauthorized absenteeism rates between two large textile factories in Isfahan, Iran. The study could make the finding that the working conditions in the sample factories were unsatisfactory. The study could also find that there is a significant relationship between absenteeism rates and age and length of employment. The study suggested that workers’ dissatisfaction toward unsatisfactory working conditions may be expressed in terms of unauthorized absenteeism. In view of the widespread consequences of such absenteeism, it is recommended that closer attention be paid to improve the Quality of Working Life.

---


Lawler\(^4\) in their study identified that cross nation experiences amply demonstrate the improvement in Quality of Work Life which has definite potential and scope for improving productivity and overall organizational effectiveness.

Haughey \textit{et.al.}\(^5\) In their study on "Quality of Working Life Rural Teachers Perception" attempted to understand the opinion of the rural teachers on working condition, professional autonomy and interaction with students and administration were obtained. The result of the study indicated that the teachers were far from satisfied with their Quality of Working Life.

Cacioppie \textit{et.al.}\(^6\) in their study of on Australian Public and Private sector employees could statistically established that the Quality of Work experience is not a unidimensional construct. Factor analysis was carried out for the subsects of public and private employees. The result revealed that for public employees five first order and one second order factor were identified as underlying their perception of Quality of Work experience, the first order being (1) Efficiency, (2) Management, (3) Development, (4) Affiliation and (5) Atmosphere. The second order factor was (1) Quality of Work Life especially the Managements role. Further the result of Private employees revealed that six first order factors and one second order factor were identified. The first order were: (1) Nature of work, (2) Management, (3) Social utility, (4) Meetings, (5) Efficiency, (6) atmosphere and the second order factor was Quality of Work Life.

Herman\(^7\) In his article on Quality of Work Life emphasized on quality circles, flex time and wellness in the workplace for improving America's business.


Levine *et al.*\(^8\) studied the perceptions of White Collar employees, including supervisors and managers of an American company. These people participated in Delhi panel for defining Quality of Work Life. Results of the study revealed that Quality of Work Life is a unidimensional construct with as many as 7 items emerging from a total of 86 Quality of Work Life topics. These include: a) the degree to which superiors treat employee with respect and have confidence in their abilities, b) Variety of daily work routine, c) Challenge of work, d) Present work load to future opportunities, e) Self-esteem, f) Extent to which life outside of work that affect life at work and g) Extent to which work contributes to society. Further responses to 7 item scale from a sample of 450 employees revealed that Quality of Work Life measure was extremely reliable.

Stouffer *et al.*\(^9\) found that in the Military, factors such as ambition to become an officer, level of education, the chance to choose the post and appointment formed the important factor of job satisfaction. Satisfaction was also associated with formal status and with informal status (for example: Men in more prestigious corps were more likely to be satisfied with their jobs than men in other branches).

Rice *et al.*\(^10\) in their study could identify that there is a significant relationship between the work satisfaction and quality of people's life. The study could reveal that in the work place, the work experience and outcome have a direct bearing on a person's general Quality of Life while the family interaction, leisure activity and level of health and energy are said to have an indirect influence.

Gordon Digacomo\(^11\) in his research article titled ‘Trade Unions and the Reform of the Quality of Work Life” viewed that ergonomic and other Quality of

---


Work Life reforms have limited goals and are held no substitute for labour involvement. The study found that the management initiated programmes on Quality of Work Life were successful since the Quality of Work Life programmes and reforms were implemented with the co-operation of the North American labour unions. The author concluded that labour unions therefore need to participate in Quality of Work Life initiatives while simultaneously making new types of demands at the bargaining table and seeking input into strategic decisions.

Mandeell et.al.\textsuperscript{12} indicated through their study on "Does a better work life boost productivity" that a clear definition of the various projects that composed Quality of Work Life is lacking. The study indicated that the basic conceptual criteria for Quality of Work Life include adequate and fair compensation, safety and healthy environment growth, social integration and social relevance. They further indicated that the common feature of many successful experiments has been the inclusion of financial benefits for the employees who increase the production through learning new skill or increased responsibility and participation at work. They added that the HR professional contemplating the introduction of Quality of Work Life project should consider realistic expectation, the level of commitment from all level of the organization and capability of employees.

Robert et.al.\textsuperscript{13} in their article on “Quality of Work Life in City Hall: Toward an Integration of political and organizational realities”, emphasized the need to consider the political factors in the implementation of Quality of Work Life programmes. In their analysis, they stressed the importance of background circumstances relevant to Quality of Work Life in the public sector and the city in particular and the political behaviour. The model that was fitted in explaining the factors determining the Quality of Work Life could identify that Quality of Work Life has been influenced beyond the immediate boundaries of the public sector.


organization while it takes the political environment into account. They viewed that the model is found to be relevant to state and federal agencies operating in geographical border but equally political environment in which the constraints on previous Quality of Work Life activity seem similar. The author concluded the article stating public-sector Quality of Work Life will never be free from politics, but it is possible to make politics work on behalf of Quality of Work Life.

Boswell et.al.\textsuperscript{14} conducted a study to investigate the work life conflict. The study investigated how the use of communication technology beyond normal working hours relates to work related attitudes. The analysis of work to life conflict revealed that employees with higher ambition and job involvement were more likely to use communication technologies after working hours. The study concluded that as reported by the employees, the use of communication technologies after working hours was significantly associated with the employees’ work to life conflict.

Anne Wilcock et.al.\textsuperscript{15} studied Quality of Work Life activities that existed in a sample of knit wear companies in South Western Ontario. The researchers identified three levels of activities. The results showed that active companies were largely non-unionized, with high annual sales, high level of technology and an articulated corporate responsibility toward employees. Mid range companies which were privately owned were unionized and had medium level technology. The inactive young companies were privately owned with low technology levels and were attempting to establish corporate stability. The researcher concluded that the employees of mid range companies were more satisfied with working conditions, social integration, constitutionalism and work and life components than were employees of active companies. The discrepancy theory of satisfaction was used by the researcher to explain result.


Arnetz in a study of physicians could found that 25 per cent of the sample respondents were unable to unwind after work while 8 per cent drank too much. The researcher concluded that the work environment and the way in which work was organized were closely linked to stress over which the physicians felt they had little control.

Stephen in his study on ‘Quality of Work Life and Human Resource Outcome’ using monthly longitudinal hierarchical data collected at Unionized Midwestern heavy manufacturing firm for the period from 1976 to 1986 tested the hypothesis regarding the influence of Quality of Work Life initiatives on absenteeism, accidents and grievance. The researcher examined the direct impact of Quality of Work Life on human resource outcomes. The researcher concluded that the Quality of Work Life significantly reduced absenteeism, minor accidents, grievances and quits.

Abraham et.al. conducted a study on Quality of Work Life across Hong Kong and United States and examined various Quality of Work Life interventions. The author in his article has prevented a phenomenological-based approach for the understanding and guidance of a Quality of Work Life intervention in the globally changing work place. The author presented some limitation and challenges of Cross Cultural Intervention context. The traditional scientific context was also explored.

Adrienne et.al. in their study on Quality of Work Life programme and grievance system effectiveness on union commitment analyzed data from a survey of four different bargaining units within the same local union. The authors concluded that union members who participated in Quality of Work Life programmes were less

---


likely than non-participants to view Quality of Work Life as a threat to the union and also more loyal to the union. Another finding of the study was that the perceived effectiveness of the grievance procedure was a much stronger determinant of attitude towards the union than the participation in Quality of Work Life programmes which made the authors to conclude that one way for union to strengthen their ties with their members might be to improve the effectiveness of the grievance procedure.

Mitchell et al.\textsuperscript{20} conducted a study on the influence of Quality of Work Life of company and union commitment. In their study they examined the changes in union and organizational commitment after implementation of a joint union – management and Quality of Work Life programme. The researchers indicated that the company’s commitment had increased only when the participants perceived the Quality of Work Life efforts on successful but union commitment increased irrespective of the perception of the success of Quality of Work Life.

Magid et al.\textsuperscript{21} in their study on work experience, job involvement and Quality of Work Life among information system personnel assessed the job involvement of 464 professionals and managers in the information system field and investigated the role of involvement in influencing the Quality of Work Life. Results showed significant variation in the level of job involvement displayed by IS employees and differential patterns of relationship among the study variables for IS personnel with low, moderate and high levels of job involvement. The findings of the study indicated that involvement serves as a complex moderator role in the pattern of relationship of work experiences and of job characteristics with career expectation and career outcomes. The study concluded that the variables have both linear and non-linear relationship with several of the study variables.


\textsuperscript{21} Magid, I G Baria, Saroj Parasuraman, Michael, K Badway,”Work experience, job involvement and QWL among information system personnel, IS Job involvement”, \textit{MIS Quarter}, June 1994, Pp 175-201.
Peter M. Hart\textsuperscript{22} in the article Teacher Quality of Work Life: Integrating work Experience, Psychological distress and Morale reported the outcome of the structural equation analyses conducted on questionnaire data obtained during 3 studies from 1539 Australian primary and secondary school teachers. Researchers hypothesized that the psychological distress and morale would be separate outcome of positive and negative work experiences. Results confined that psychological distress and morale operation on different dimensions. The author also reported and concluded that positive experience contributed only to morale whilst negative experiences contributed only to psychological distress and also concluded that it is not possible to enhance morale by reducing negative experiences or it is possible to reduce psychological distress by focusing on positive experience.

Cooper \textit{et.al.} \textsuperscript{23} assessed the cost and benefits of organizations in the prevention of stress in the work place. They presented three case studies (organizations in Sweden, the Netherlands and the United Kingdom) and found that stress prevention presents a means whereby an organization can not only reduce or contain the cost of employee health but also positively maintain and improve the organizational health and productivity. The effects found from the study were: 1) Reduce staff turnover, 2) Reduced absenteeism, 3) Fewer occupational injuries and illness cases, 4) Improved relationship between co-workers and management and 5) Improved working conditions.

Wadud\textsuperscript{24} found that in Bangladesh the Quality of Work Life in the public sector was significantly higher among the private sector women employees than their counterparts.


\textsuperscript{23} Cooper, C Liukkonen, P Cartwright,”Stress prevention in the work place - Assessing the cost and benefits to organizations” \textit{European foundation for the Improvement of living and working condition}, Dublin 1996.

Kuusela et al. 25 who studied the inter-relationship between the working environment and productivity established a positive correlation between the two. The study revealed that while the steps taken to develop the working environment have improved productivity, the measures adopted to increase productivity had a positive impact on the standard of the working environment. They found that the improvement in safety at work place reduces the material damage, malfunctions, number of accidents and the number of sick leaves among the workers. The improvement in the quality as a result of these, contributes to the increase in the volume of production. The researcher concluded that although specific measures or techniques or intervention had positive effects, the programmes focusing on the work climate management and participation have a greater impact on productivity.

Mutran et al. 26 in an attempt to explore the assessment of the quality of time spent at work and their satisfaction with work studied the gender differences against other variables such as age, career phase, education and occupation. They found that men and women who are better educated, have higher income and have experienced fewer difficulties with occupational mobility were more likely to be satisfied with their jobs. They also summarized that highly educated individuals were less satisfied with their jobs, because of elevated, but potentially unfulfilled expectations. On the other hand, they showed that the individuals with prestigious and higher paying jobs had more positive in their subjective responses to work. Their result showed that there were no overall differences in the way that Middle aged working men and women perceive their jobs. They concluded that education contributes to more alternatives to consider.

Ragins et al. 27 reported that situational barriers also hinder women's advancement. It is assumed that they were less career oriented and that they faced conflict between work and family responsibilities.


Koberg et al.\textsuperscript{28} reported that individual at higher levels of the organization, who traditionally hold the most power, and individuals with more seniority in the organization feel more empowered, while variables such as gender and race (Whites and Non-Whites) had no significant effect on feelings of empowerment. Their findings further suggested that the workers who feel empowered, irrespective of position, had higher job satisfaction.

Oshagbemi\textsuperscript{29} found in the article how good are single verses multiple time measure that financial satisfaction was more strongly associated with satisfaction in job in poorer nations, whereas satisfaction with home life was more strongly related to satisfaction in job in wealthy nations.

The Advisory Committee on health human resources\textsuperscript{30} suggested that the Quality of Work Life for nurses is determined by a number of interrelated issues including appropriate work load, professional leadership and clinical support, adequate continuing education, career mobility and career ladders, flexible scheduling and deployment professional respect protection against injuries and disease related to the work place and good wages.

Clark\textsuperscript{31} defines balance as "Satisfaction and good functioning at work and at home with a minimum of role conflict". In practice therefore, definition have focused on time and role enactment.

\begin{thebibliography}{9}
\bibitem{30} Advisory Committee on Health Human Resources, The Nursing Strategy for Canada report of the advisory committee on health HR, 2000, Retrieved from \url{http://www.hc-Sc.gc.ca/english/Pdf/nursing.Pdf}
\end{thebibliography}
Ducharme et al.\textsuperscript{32} found that older workers and workers in higher status occupations are significantly more satisfied with their jobs. However, when job rewards were held constant, the significant influences were reduced to in-significance.

Hassain\textsuperscript{33} conducted a study and found that public sector bank employees were in a better position in terms of their job satisfaction than that of private sector bank employees.

Moen\textsuperscript{34} found that some characteristics of the work environment predict Quality of Work Life differently for men and women. The results reported that autonomy on the job is positively related to coping up with or mastery over the job for men while negatively related to their experience of overload. The option to negotiate for working hours is related to lower overload to women, while the workload at home tends to predict fewer stress symptoms for men. The study concluded that working in varying job shifts was associated with overload for men and tended to be linked with Men's work - life conflict.

Serxner Gold et al.\textsuperscript{35} examined the impact of a work site health promotion programme on short-term disability days in a large telecommunications company. The evaluation used a quasi experimental, multiple time series design with inter group comparison of work days lost due to short-time disability to determine impact. This study found that participation in a health promotion programme had a significant impact on average net day lost for employees’ short time disability absence. These findings represented potential savings over a two year period.


Smallman et al.\textsuperscript{36} in the study attempted to evaluate the state of director’s thing on the health and safety on corporate performance. According to the authors, occupational health and safety was established as a factor in international competitiveness, but they questioned the relevance of this economic argument at the organisational level. On this basis, they attempted to assess the place of health and safety in the senior management agenda, based on findings from recent market research. For this purpose, they took a brief perspective on the literature on performance assessment and corporate reputation, and their relationship with health and safety in the workplace. Based on the analysis, they then reported original in-depth research on directors' attitudes to and practice in workplace health and safety. The researchers concluded that good performance is perhaps increasingly seen as a part of corporate culture and a source of pride among company bosses. The researchers reported that high ground occupational safety and health (OSH) lies in thinking about moving beyond monetary values or indeed corporate reputation.

Vassie et al.\textsuperscript{37} conducted a study using semi structured interviews to assess how UK manufacturing companies have addressed a range of health and safety management issues (i.e., setting, communicating and measuring company objectives, employee participation and empowerment, risk assessment in relation to different styles of group working with supervised groups, groups with team leaders and self-managed groups). The study concluded that the management of health and safety dependents on the management’s involvement, open communication and greater employee involvement in health and safety among team leaders and self managed groups.

Yi Sherglai\textsuperscript{38} attempted to study the relationship between Quality of Work Life and organizational performance in three manufacturing companies in China. The results provided the conclusion that gender, marital status and hours of work did not


\textsuperscript{38} Yi Sherglai,” Dimensions of Hospital Nurses Work life” retrieved from \url{www.qwl.formance.qcl.com}, 2002
relate to Quality of Work Life dimensions of the sample employees, while age and seniority were negatively related to promotions and dimension of Quality of Work Life. Similarly, employees’ salary was found to be positively correlating with job satisfaction, interpersonal interaction and life security dimension of Quality of Work Life. The overall Quality of Work Life score and its six dimensions were found significantly related to both financial and non-financial performance.

Court\(^{39}\) in his paper examined the links between Quality of Work Life and productivity. The paper argued that creating better work environments and preventing harm in the workplace are the key means of improving productivity. The evidence presented in the paper was based on National data for UK work-related injuries, diseases and their impact on absenteeism and the cost for society and the companies. The paper concluded that there existed a difference between the best and worst performing companies in absence due to sickness. An overview of the similar evidences found in literature was also found in the paper.

Hendrick\(^{40}\) stated the importance of identifying and estimating the costs and economic benefits of ergonomic programmes. He determined four major classes of costs that include Personnel, equipment and materials, reduced productivity or sales and overheads cost. The identified benefits fall under three general categories which are associated with Personnel, materials and equipment and those do with increased sales. On the basis of documented the author describes the common characteristics of successful ergonomics interventions. The author concluded that these characteristics greatly enhance the likelihood of a high cost-benefit result.

Kreis et.al.\(^{41}\) attempted to examine the evidences found in literature on the sources of effectiveness of health promotion in workplace. From 25 reviews and more

---


than 400 studies they identified the positive effects of work place health programme on the reduced health risks, blood pressure, cholesterol, smoking, alcohol consumption, improved work climate, job satisfaction, reduced cost and less absenteeism due to fewer sick days etc.

Rose Michael in his analysis on the workers’ work place Employment Relations Survey\textsuperscript{42} indicated the striking differences in level of overall job satisfaction among occupational groups. The examination was based on 81 minor occupation groupings in UK standard occupational classification. Multivariate analysis was used to restate the apparent occupational effect and work place Influences. The study could establish that although 13 minor occupational groups retained statistically significant independent influence after the treatment, the effects were small.

Zin \textit{et.al.}\textsuperscript{43} in their study attempted to determine the pattern of the relationship between the factors on the perceived level of Quality of Work Life (QWL) and the organizational commitment for professional engineers in Malaysia. The study determined the relationship between the organizational commitment and the seven factors relating to the measure of Quality of Work Life that include growth and development, participation, physical environment, supervision, pay and benefits, social relevance and work place integration. The model and measure of organizational commitment developed by Allen and Meyer\textsuperscript{44} was also adopted in the study. The regression analysis carried out in the study indicated that only two factors on Quality of Work Life namely, growth and development and pay and benefits were significant in explaining organizational commitment.


\textsuperscript{44} N J Aallen and J P  Meyer ,” The measurement and antecedents of affective, continuance, and normative commitment to the organization”, \textit{Journal of Occupational and Organisational Psychology}, Vol.63, 1990, Pp.1-8
Jurvansuu et al. revealed that high work ability, work satisfaction and organizational commitment had positive relationship to work place success. However, in successful work places, staff had a higher level of exhaustion but the link between variables of an personnel’s well being. It was found that the well-being of the staff seems to be one factors affecting the company performance. The researcher concluded that different dimensions of well-being seem to affect performance as a complicated interactive network.

George Donald in the article reported that democracy could be introduced from the political and economic sphere by reassigning the right to manage from capital owners to workers and thereby creating a sector consisting of self managed firms. The author reported that the firms require external finance for efficiency and this could be supplied via a new form of financial asset to be held from the wage earners’ investment funds. The study viewed that reforms such as these could improve not only the productivity of workers but also more importantly, would improve the Quality of Working Life and also strengthen the financial market and to help to deal with so-called pension crisis.

Gunn et al. In their article discussed about fundamental incentives of money, recognition and cause in the work environment and the importance of attitude and subjectivity in an employee's job satisfaction. The study viewed that the pursuit of unhappiness has presented the quandary of getting what one asks for (as in a pay raise at work) and it is not being enough.

Sooklim conducted a study to examine the characteristics of library information technology (IT) workers using a mail survey. The study revealed that the

---

45 Jurvansuu, P Huuntanen, “Quality of working environment and productivity Research Findings and Case Studies”, Retrieved from Finnish Ministry of Social affairs and health, Finnish studies retrieved on 19.3.2007 from Pp 27


IT workers showed a moderate level of a sense of belonging, playing the brokers role, job autonomy and job satisfaction. The study concluded that there were differences between librarian IT workers and non-librarian IT workers regarding most of those characteristics.

2.3. FOREIGN STUDIES: NURSING WORK LIFE

The study made by Weisman et al.\(^49\) reported that the level of job satisfaction of the nursing staff was the strongest determinant of the overall satisfaction of clients. The study however, could conclude that it is difficult to measure the overall satisfaction as it is closely related to economic and social issues associated with the provisions of adequate work environment.

Guppy et al.\(^50\) estimated that 85 per cent of stress in nurses was due to heavy work load while the remaining share was associated with poor relationships with senior staff followed by poor relationship with colleagues are important.

Stelling\(^51\) reported in his article that nurses are continuously confronted with interruptions to which they must respond in order to continue with their own work. These interruptions are the norm and have become characteristic of the work of nurses.

Haque\(^52\) examined the relationship between Quality of Work Life and job satisfaction among government hospital nurses in Bangladesh and concluded that there is a significant relationship between Quality of Work Life and job satisfaction.

\(^{49}\) C S Weisman, C A Nathanson,”Professional satisfaction and client outcomes a comparative Organisation analysis”, Medical Care, Vol.23 (10), 1985, Pp 1179-1192.


Blegen\textsuperscript{53} conducted a Meta analysis study on job satisfaction identified 13 variables often linked with nurse’s job satisfaction eg. of these variables included stress, commitment, communication, autonomy, recognition etc. results indicated that job satisfaction were most strongly negatively related to stress communication with superiors and co-workers recurring recognition for their work had significant positive relationship with job satisfaction, work content and work-environment had a strong relationship with job satisfaction than economic (pay, training, job market) or individual difference variable.

Hayes\textsuperscript{54} conducted a study in non-nursing functions and concluded that non-nursing factors continue to be a professional nursing issue. The researcher reported that nurses take on more non-nursing functions and spend less time with patients. Hayes found that overall job satisfaction was negatively correlated with performing non-nursing function that there exist a belief that nurses should perform non-nursing function.

O'Brien \textit{et.al.}\textsuperscript{55} studied the relationship amongst four key concepts like, patient nursing condition, medical condition, care giver characteristics and the environment to examine the variability in opinion of the nurses on the work load. They found that complexities associated with the work environment were least studied factor. Among a host of factors included in this environmental construct, physical layout, competing demands, characteristics, composition of care giving team and organizational and operational factors were found to influence on how the work get done. The results identified eleven factors that influenced the work of the staff over and above usual routine work activities on the unit (Multiple procedure and non nursing task, students, short staff etc.). The authors attested to the failure of work load measurement system to take into consideration the full impact of these "environment characteristics" which are normally factors in as a fixed value with indirect care.


Dallender et al.\textsuperscript{56} in their comparative study of the perceptions of British Mental health nurses and psychiatrists of their work environment reported that it is really the quality of communication between staff and their managers that is the crucial issue in alleviating stress and concluded that it entailed providing staff with regular constructive feedback and guidance about how they were performing in their work.

American Nurses Association\textsuperscript{57} conducted survey to collect information about the health and safety concerns of nurses. Nurses reported that job stress as the top health and safety concern followed by disabling back. According to the study, over 75 per cent of these nurses reported that unsafe working conditions interfered with the ability to deliver quality care. The findings pointed the link between the work satisfaction, the environment and patient safety.

Aiken et al.\textsuperscript{58} in their paper attempted to examined the relationship between the hospital environment and the nursing staff’s job satisfaction. The study could conclude that there is a direct relationship between the level of nurse staffing and its effect on patients’ safety outcomes and the satisfaction of the nursing professional in the hospital. They found that each additional patient per nurse was associated with a 7 per cent increase in both patient mortality and deaths following complications and 23 per cent increase in nurse burn out. The findings of the above report provide the striking conclusion that the health system has significant impact on the health system of the country and also the gap in quality and performance.


Blair\textsuperscript{59} in his study on the basis of several job related factors attempted to identify the relationship between hospital unit culture and nurses’ Quality of Work Life. The analysis of the reported that the organizational culture does affect the Quality of Work Life of the nurses while that of the human relationship and the cultural values are positively related to organizational commitment, job involvement, empowerment and job satisfaction and negatively related to intent to turnover. The findings reported that although increasing recruitment of nurses and improved compensations and benefits strategies may offset hospital nurse shortage in the short term, improving Quality of Work Life may be more practical to improving hospital nurse retention.

Geogios \textit{et al.}\textsuperscript{60} conducted a study on the quality gap, Quality of Work Life and their impact on the performance in a State hospital department. A random sample of 400 glaucoma patients was interviewed with the help of predetermined questions. The medical and the paramedical staff were also included in the study and the Quality of Work Life index for each health care provider was estimated. The authors reported that the health providers with higher educational backgrounds or higher ratings in the hospital hierarchy presented better scores in the Quality of Work Life index. The author in the article reported that the overall quality gap in the diagnostic and therapeutic approach is mainly due to the higher gap realized in the responsiveness and empathy quality dimensions. The study concluded that the quality gap and quality index had a direct impact on the alertness and compliance of the patients, reducing the overall performance of the department.

Pearson \textit{et al.}\textsuperscript{61} in a recent review of recruitment and retention of nurses in residential age care for the Common Wealth Department of Health and Ageing identified the importance of supporter work environment in improving the retention of


nurses by minimizing stress, burnout, low morale and low organizational commitment. The most powerful emerging theme was profoundly low job satisfaction felt by nurses. They concluded that the simplistic cosmetic tinkering will be ineffective. Substantial structural changes are required to begin to clarify the poor working condition and low morale of the existing work force.

Sean et al.\textsuperscript{62} in their study determined the effects of nursing staffing and nurse organization on the likelihood of needle stick injury in hospital. The researchers analyzed retrospective and prospective data from 732 and 960 nurses on needle stick exposures and near misses over different periods of the years 1990 & 91. For the purpose of study, staffing level and survey data about working climate and risk factors for needle stick injuries were collected from 40 units in 20 hospitals. The researchers could found that the risk factors, injuries and misses from nurses were twice as high as in the case of units where there is low staffing and poor organizational climate than in well staffed and better organized units. The authors thus concluded that organizational climate influence sustainability of injuries.

In the study by Moyle et al.\textsuperscript{63} the views of 27 nurses and assistants in nursing were collected and examined to determine the factors that contribute to work place satisfaction and dissatisfaction in long term care of older patients. The analysis of the interviewed data revealed that job satisfaction was related to work place flexibility, residents working within team environment and dedication to the service of optimal resident care. Similarly, dissatisfaction was identified in the case of unskilled staff or inappropriately trained staff, workers engaged in laborious tasks such as documentation, and the workers working over time frequently.


Doris et al. conducted a cross sectional survey of 820 nurses and 621 patients from 40 units in 20 urban hospitals across the United States. The Survey measured the nurses’ work practice environment which was derived from the ‘revised nursing work index and nurse outcomes with the help of the interview made with the patients on their satisfaction with nursing care using the ‘La Monica-oberst Patient satisfaction scale (LOPSS). The researchers concluded that units that were characterized by adequate staffing, good administrative support for nursing care and good relation between doctors and nurses, the patients have twice the level of satisfied as other patients where there were poor staffing, administrative support and poor relation between doctors and nurses. The researchers also indicated in their conclusion that improvement in nurse-work environment has the potential to reduce job burn out, risk of turn over and increased patient satisfaction.

Pearson et al. in their study reported that pay was higher on the life for people who reported an intention to leave the system but it concluded that pay ranked second or third in the preference of the nurses who decided to leave the medical system.

In the National Surveys conducted in 2002 and 2004 on registered nurses could identify the top four reasons for the nursing shortage as inadequate salary and benefit, more career options for women, undesirable hours and a negative work environment. From the comparison of the two surveys carried out namely in 2002 and 2004, the study could identify improvement in the shortage and the study believed that the best strategy to resolve the nursing shortage is to improve the work environment (Buerhaus et al.,).
Julie et al.\textsuperscript{67} tested the Kanter's theory of structural empowerment for nurses employed in nursing homes in Ontario. For this purpose, with the help of 79 Registered Nurses and 75 Registered Psychiatric Nurses the study examined the relationship between the nurse's perceptions on structural and psychological empowerment, respect and organizational commitment. The study viewed that both the group of nurses reported moderate level of empowerment, respect and commitment. The study concluded that access to opportunity was most empowering and access to resource was least empowering. The researcher also concluded that structural empowerment, psychological empowerment and respect explained 48 per cent of the variance in effective commitment.

Nasl et al.\textsuperscript{68} conducted a study on Quality of Work Life and aimed to provide insights into the positive and negative attitudes of the employees of Tehran University of Medical Sciences Hospital (TUMSH). The researcher, with the help of a questionnaire surveyed 908 employees and 15 hospitals from Tehran University of Medical Sciences Hospital (TUMSH). A stratified random sampling technique was used to select respondents as nursing, supporting and paramedical groups. The results showed that majority of the employees were dissatisfied with occupational health and safety intermediate and senior managers, their income and balance between the time they spent working and with family. The survey also indicated that their work was not interesting and satisfying. From this the study could identify the overall opinion as the persistent of poor Quality of Work Life. The researcher suggested more training and education for TUM hospital managers on Quality of Work Life issues.

Dennis et al.\textsuperscript{69} in their article examined how a high involvement approach to the work environment of health care employees may lead to exceptional service quality, satisfied patients and ultimately to loyal customers. The researcher with the


help of a national level sample of 113 Veterans Health Administration ambulatory care centers investigated the chain of events through which high performance work and customer orientation influence employee and customer perception of service quality and patient satisfaction. The results provided the conclusion that employee perception of customer service is linked to customer perception of high quality service and the perceived service quality is linked with customer satisfaction.

Heather et.al.\(^{70}\) Tested the relationship between nurse manager's perceptions on the quality of relationship with their supervisor, empowerment to job satisfaction and effect of personal dispositional, core self-evaluation among 141 hospital based nurse managers. The researchers concluded in their study that higher quality relationships with their immediate supervisor were associated with greater structural and psychological empowerment and led to greater job satisfaction. Core self evaluation played a significant role and thus the study concluded that both situational and personal factors were important determinants of satisfying work environment for nurse managers.

Heather et.al.\(^{71}\) in their study antecedents and consequences of nurse manager’s perceptions of organisational support concluded that changeable work environment factors are important precursors of perceptions of organisational support, which, in turn result in positive work attitude and better health

Jeffrey et.al.\(^ {72}\) In their study examined how Quality Improvement Implementation affect hospital Quality of Care in the organizational and environment context of hospitals. The authors used ordinary least squares regression analysis for the 1,784 samples collected from community hospitals. The model consisted of seven quality indicators as a function of four measures. They found that forces that are

---

\(^{70}\) Heather Laschinger, Nancy Purdy, Joan Almost, “The Impact of Leader member Exchange Quality, Empowerment and Core self evaluation on nurse Managers Job Satisfaction”, *Nursing Administrator*, May: 37(5), 2007, Pp 221-229

\(^{71}\) Ibid.69.

external and internal to the hospital condition had an impact on the Quality care. The results supported the proposition that QI implementation is unlikely to improve quality of care in hospital setting without a commensurate fit with the financial strategic and market imperatives faced by the hospital.

Leiter et.al.\textsuperscript{73} in their article, tested the relationship between individual and organizational knowledge transfer among 769 nurses in hospitals across four provinces in Canada. The results were found supporting the two structures for the measure of knowledge transfer involving (a) individual Perception of Personal Knowledge transfer activity and (b) Organizations Support for knowledge transfer. The conclusion from structural equation modeling demonstrated the importance of knowledge transfer pertaining to Quality of Work Life to nurses’ experience and efficacy that underlies the burn out/engagement construct.

Milisa Manojlovich et.al.\textsuperscript{74} examined the structural Improvement on Professional work Environment factors that led to job satisfaction. The researchers selected five hundred randomly selected nurses in Michigan and surveyed with the condition of work effectiveness. From the Environment Scale of work Index, Index of work satisfaction the study concluded that Nursing work life Model demonstrates the role of empowerment in creating positive practice conditions that contribute to job satisfaction.

Peter et.al.\textsuperscript{75} conducted a study on the impact of the Nurses shortage in hospital patient care. The study was conducted at Vanderbilt University Medical Center and Massachusetts General Hospital to evaluate Johnson and Johnson Campaign for Nursing's future. The researchers assessed items including perception, causes, severity effects, characteristics of nurses work environment, quality of professional practice, professional relationship etc. The study identified the


\textsuperscript{75} Peter, Boerhaus, Karen Donelan, Beth Tuirich, Linda Norman, Catherine Des Roches and Robert Dittus , “Impact of the Nurses Shortage on Hospital , Patient Care : Comparative Perspectives”, Health Affairs 26, NO.3, 2007, Pp 853-862.
prevalence and severity of nurses shortage, impact of shortage on care delivery and hospital capacity, impact on health system indicators, areas of agreement and disagreement among the samples institutions. The researchers concluded by providing suggestions that building team spirit, improving the patients’ safety etc., can help to overcome the adverse effect of nurses shortage. The researchers also viewed that the future shortage in nurses can be prevented by making improvements in in disciplinary team work, in disciplinary education, quality and building safe environment for patients.

Kevin et.al.76 Tested a theoretical model derived from Kanter's theory of work place empowerment by surveying a random sample of 300 registered nurses employed in acute care hospitals across the Canadian Province of Ontario. The results of the study effectively replicated the findings of a previous exploratory study. Specific nursing practice environment characters that positively influenced the climate of patient safety were identified. The study concluded that Patients’ safety climate improves through satisfied quality of nurses work environment.

Milisa Manojlovich et.al.77 conducted a study to determine whether specific communication elements contribute to nurses’ satisfaction in communication. For this purpose, the researchers surveyed 866 nurses who worked in 25 ICUs located in 8 hospitals in Southeast Michigan and concluded that timeliness of communication was not associated with communication satisfaction and the nurses were found more satisfied with understanding, open and accurate communication especially with attending level physicians.

Sean et.al.78 discussed in their article the concept of pay for performance and linkage for providing nursing care. They found that measures of process heavily favored Pay for Performance (P4P) Initiatives and Patient outcome. They also

reported that Pay for Performance has directions for steering nurses involvement in health policy. It justified the nursing service and solidifies professions position.

Tammie Di Pietro et.al.\(^7^9\) investigated the usability of personal digital assistants (PDAs) to improve research utilization and timely access to Electronic practice information to assist in clinical decision. The researchers concluded that electronic decision support tools at point of care have the potential to improve nurses' research utilization and quality of care.

2.4. INDIAN STUDIES: QUALITY OF WORK LIFE

Ganguli and Joseph\(^8^0\) in their study analyzed the Quality of Work Life among young worker in Air India with special reference to life and job satisfaction issues. The findings of the study indicated that the various physical and psychological working conditions, pride in organization, job earned community respect, reasonable working hours are more positively correlated with job satisfaction than friendship with colleagues, good work locations, physical strain, variety of skills and risk of injury. The study also revealed that strong family ties and rural background were more aspirated among young workers which affect Quality of Work Life.

Sayeed et.al.\(^8^1\) in their study attempted to examine the relationship between Quality of Work Life and the job satisfaction of the workers and the performance in two organizations. For this purpose, employees who worked in organization that provided high Quality of Work Life and another organization which provided low Quality of Work Life have been selected. The result of the study indicated that Quality of Work Life dimension were highly related to job satisfaction in both types of organizations. The study further stated that supervisor related performance measures provided comparatively better relationship in the case of low Quality of Work Life organization than the high Quality of Work Life organization.

---


The thesis by Aloo Noshir Dalal\textsuperscript{82} attempted to understand the functioning and prevailing organizational stress of three major municipal teaching hospitals in Bombay. The study found that training was noticeably absent where it was mostly needed. It was also found that there was no proper communication between patients and different categories of staff which lead to insufferable problems in management of hospitals. It was identified that unionization has been regarded as the major obstacle in effective administration process. Public relations in hospitals were also completely neglected. In spite of these limitation and short comings, these hospitals were making genuine attempt to serve the public with a wide range of medical service.

Mehta\textsuperscript{83} Who had put in considerable research in the field of Quality of Work Life discussing in his paper on Raising aspiration, Quality of Work Life and Work organisation, deals with Quality of Work Life from the point of view of workers and tries to match Quality of Work Life to their changing attitudes.

Bharadwaj\textsuperscript{84} in his study urged the adoption of Quality of Work Life principles to the Indian situation. He viewed that Quality of Work Life movement offers value frame, a social technology of organizational change leading to task effectiveness of micro-entities through utilization and unfolding of the human potential.

Nitish De\textsuperscript{85} in his book discussed the concepts, problems, issues and experiences in Quality of Work Life. He initiated work on job or work designing in India and successful experiments have been carried on several settings. His major

\textsuperscript{82} Aloo Noshir Dalal, ‘Hospital Administration with reference to Bombay's Municipal Hospitals’, an Unpublished research work submitted to University of Bombay, 1982.

\textsuperscript{83} P Mehta, ‘Raising aspiration, Quality of Work life and Work organisation’, paper presented at national seminar on improving quality of work life at N.P.C, New Delhi, 1982


findings indicated that to make the Quality of Work Life better, the practice of job redesign and work commitment were essential.

Rao et al. 86 conducted a study to evaluate the difference between Quality of Work Life among men and women employees doing comparable work. The result shows a significantly higher composite Quality of Work Life score for men than women employees. Men employees had significantly higher scores for opportunity to learn new skills, challenges in job and discretionary elements in work. The researcher found that age and income had a positive impact on perceived Quality of Work Life for women.

Bhandari 87 in his article felt that an effective manager must be an adaptive individual. Further, the author that the leaders must evaluate each situation based on its merits and demerits. The major problem lies in sizing the situation, since effective behaviour in one may be ineffective in another.

Sekaran 88 was of the view that the commonly measured indices of the Quality of Work Life is the extent of employees job involvement or self-investment at work, their sense of competence and job satisfaction or the satisfaction they derive from the various facets of their work such as from the nature of job itself, the supervision, co-worker, pay, promotional opportunities, growth and development on the job and other aspects of the work environment.

Jain 89 conducted a study on "Quality of Work Life" with 591 employees selected in a large scale private industry. The study was to find the difference between individuals from different hierarchical levels in their perception of Quality of Work Life at their organization. The respondents included executive, supervisor,  


skilled workers, semi skilled workers and unskilled workers. Respondents of higher hierarchical level were found to be more satisfied with the income level and safety at the work place. The semi-skilled and unskilled workers should lower mean score on the opportunities available for personal development. The results indicated the perception of Quality of Work Life differs across hierarchical levels.

Gain et al.\textsuperscript{90} undertook a study on the Quality of Work Life in a large Central Public Sector undertaking in Jammu and Kashmir. The sample consisted of workers and 50 managerial personnel. The Quality of Work Life factor considered the physical working condition, related factors, job factors and financial factors. The result showed that both the workers and management who received the Quality of Work Life were unsatisfactory. Further, the difference between the workers and management were found to be statistically significant with regard to working condition, working group relation and on financial aspects of advancement and compensation factors.

Biswajeeth Pattanayak\textsuperscript{91} in his study on "Quality of Work Life" examined the relationship between Quality of Work Life and types of organization (old, new), area of work (production, service) and categories of employees (Executive, non-executive). The respondents were from Steel Authority of India Ltd., and National Aluminium Company. Data were collected employing the organization role stress scale and Quality of Work Life scale. The respondents of both the type of organizational areas of work were found to show statistically significant difference on the Quality of Work Life dimension of adequate income, work and total space as well as total Quality of Work Life scores. Similar results were obtained between executives and non-executives.

According to Pragadeeswaran\textsuperscript{92} the Quality of Life can be achieved by self-driving mechanism self-driven starts in an Individual only in the State of Sound mind


and Sound health. This is otherwise is called as "Quality of Life", in clinical psychology. The author’s next objective was to find out which mechanism will develop the above state in the best way. It was conclude that it was only with a healthy mind and body that one can perform good work and be a good human being in totality.

Saklani\textsuperscript{93} made an empirical Investigation to evaluate the important of various Quality of Work Life factors pertaining to employees and to measure the status of their existence in work organization. The researcher used Standard Instrument having a sufficient degree of psychometric adequacy. The study comprised 294 sample respondents from both Managerial and Non-managerial categories drawn from 24 organizations of different types. The researcher concluded that India accorded to high value to factors that satisfy self-esteem and self-actualizing needs of a higher order. The research concluded that the Quality of Work Life in Indian organizations was not poor.

Work Life Balance Balancing among the Employees of Service Sector: Working in Chennai by Angelin Michel\textsuperscript{94} was carried out with the objective to analyse the issues of work life balance of the employees working in Service Sector in Chennai city to study the general opinion and problems relating to work life balance who plays a vital role in attaining work life balance. The result showed that out of total respondent 41 per cent felt work life balance enabled to work better while 15 per cent felt it put them into pressure while 44 per cent felt that attitude varied based on situation.


2.5. INDIAN STUDIES : NURSING WORK LIFE

Indu Mathur in her study observed that contact of patients with other categories of employees is next to patient – nurse interaction. They exercise influence over patients but many times their method was harmful for patients and the peace of the ward. Although they were socially and culturally more close to rural, illiterate and low class, they interacted with patient who tips them.

Ooman studied nursing behavior in the work place and observed that they almost totally neglected the emotional needs of patients. This impersonal behaviour of nurses affected the patients who had no attendants. Nurses are doing jobs mechanically and in a routine manner without even speaking a word to the patient.

The article written by Gouri S. Gupta discusses the importance of communication in maintaining sufficient level of morale and efficiency in hospitals. The study suggested that the success of effective communication lies in managing some important barriers like limited capacity, personality perception etc.

Ray attributed the nurses’ failure to recognize the psychological needs of patients, lack of adequate time, inadequate knowledge and sensitiveness on the part of nurses regarding patient care, inadequate clarity in duties and responsibilities which harden her into become a professional. Further he suggested that communication to be included in nurse training programme.

Malhotra examined in detail the role of nursing in a hospital. He concluded that since nursing was a professional and personalized service which had an effect both on doer and recipient, it was the responsibility of the administrator to work

---


towards creation of an atmosphere conducive to the prediction of the best possible care of patients. He added that making the nursing personals to become an integral part of all the activities in the hospital was essential for providing best possible care to patients.

A.V.Ratnam\textsuperscript{100} conducted a study titled, “A study of socioeconomic conditions and satisfaction levels of patients visiting a corporate hospital”. The objectives of the study were to study the complaints with regard to various departments for outpatients, to study the relative behaviour based on socio-economic conditions and the nature of complaints. The sample was uniformly distributed among the different types of patients and to all departments for outpatients, consisting of 100 patients. There were 56 males and 94 females. The study showed that 60 per cent of the people were satisfied with the spacious arrangement in the outpatient department. However 11 per cent of them complained that this was inadequate. Similarly 70 per cent said seating arrangement was adequate, but 13 per cent have complained. Nearly 53 per cent of them said the facility was fairly enough. But 28 per cent of the people complained that it was less in outpatient department. Outpatient department was one of the length density population zone in the hospital. 75 per cent of them were satisfied with the condition of facilities. Outpatient department was one department where people have to wait in long queues and spend considerable time in getting the services, but surprisingly 80 per cent of the respondents said the time spent is reasonable, and about 19 per cent of them said that it was too long. Out of 19 per cent who complained that it was too long and other who said it was within acceptable limits, surprisingly 71 per cent of them said the “time spent to see the doctors was too long”.

\textsuperscript{100}A V Ratnam, “A Study of Socio-Economic Conditions and Satisfaction levels of Patient visiting Corporate Hospitals”, \textit{Hospital administration}, Vol.32 (3&4), Sep-Dec. 1995, Pp.129-154.