

## QUALITY OF WORKING LIFE OF FEMALE STAFF NURSES

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### Abstract

"Quality of Working Life" is a term that had been used to describe the broader Job-related experience an individual has.

Whilst there has, for many years, been much research into Job-Satisfaction, and, recently, an interest has arisen into the broader concepts of stress and Subjective- Well-Being, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, Job-Satisfaction may be assessed, so that action can be taken which will enhance an individual's performance.

Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant. In this context, Subjective- Well-Being is seen as drawing upon both work and non-work aspects of life.

However, more complex models of an individual's experience in the workplace often appear to be set aside in an endeavor to simplify the process of trying to measuring "stress" or some similarly apparently discrete entity. It may be, however, that the consideration of the bigger, more complex picture is essential, if targeted, effective action is to be taken to address quality of working life or any of its sub-components in such a way as to produce real benefits, be they for the individual or for the organization.

Quality of Working Life has been differentiated from the broader concept of Quality of Life. To some degree, this may be overly simplistic, as Elizar and Shyer, (1990) concluded that quality of work performance is affected by Quality of Life as well as Quality of Working Life. However, it will be argued here that the specific attention to work-related aspects of Quality of Working Life is valid.

Whilst Quality of Life has been more widely studied. Quality of Working Life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on Quality of Working Life. Where Quality of Working Life has been explored, writers differ in their views on its core constituents.

It is argued that the whole is greater than the sum of the parts as regards Quality of Working Life, and, therefore, the failure to attend to the bigger picture may lead to the

failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of Quality of Working Life offers the opportunity for improved analysis of cause and effect in the workplace.

This consideration of Quality of Working Life as the greater context for various factors in the workplace, such as Job-Satisfaction and Stress, may offer opportunity for more cost-effective interventions in the workplace.

The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements.

"Quality of work life (QWL) is a multidimensional construct usually referring to overall satisfaction with working life and a sense of belonging to a working group and a sense of becoming one self, and a sense of being worthy and respectable. Programs of quality of work life usually deal with the work itself. Its design and its requirements the working environment the decision making processes and supervisory behavior and the working conditions, including the work and non-work balance".

Quality of work life refers to the favorableness or un-favorableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for the people as well as for the economic health of the organization. Quality of work life provides a more humanized work environment. It attempts to serve the higher -order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

Q	=	Quest for Excellence
U	=	Under Standing
A	=	Action
L	=	Leadership
I	=	Involvement of the People
T	=	Team Spirit
Y	=	Yard Stick to Measure Progress

The above said are very essential things to improve the work life of employees in the organization.

### **Meaning of Quality of Work Life**

Quality of work life has gained deserved prominence in the organizational behavior as an indicator of the overall of human experience in the work place. It expresses a special way of thinking about people their work, and the organization in which careers are fulfilled.

Quality of work like refers to the relationship between a worker and his environment adding the human dimensions to the technical and economic dimensions with in which the work is normally viewed and designed.

Qualify of work life includes three essential elements -

- The Programmes seeks to promote human dignity and growth.
- Employees work collaboratively they determine work change participate.
- The Programmes assume compatibility of people and organizational goals.

"Quality of work life in short, refers to the level of Satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work".

#### **Objectives of Quality of Work Life**

- The major two main objective for the Quality of work life are:
- Improve employees satisfaction, Strength work place learning and
- Better Manage ongoing chance and transition

#### **Major Factors Affecting the Quality of Work Life**

Quality of work life means having Supervision, good working conditions, good pay and benefits an interesting and challenging and a rewarding job. The major factors that affect the quality of work life may thus be stated as -

**Pay:** Quality of work life is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as will. Employees must be paid their due share in the progress and prosperity of the firm.

**Benefits:** Workers throughout the globe have raises their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process.

**Job Security:** Employees want stability of employment. They do not like to be the victims of whimsical personal policies and Stay at the mercy of employers.

**Alternative work Schedules:** Employee demand more freedom at the work place, especially in scheduling their work. Among the alternative work schedules capable of enhancing the quality of work life for some employees are:

- **Flexi-Time:** A System of flexible working hours
- **Staggered hours:** Here groups of employees begin and work at different intervals.
- **Compresses work week:** It involves more hours of work per days for Fewer Days, per week.
- **Job Enrichment:** It attempts to increase person's level of output by providing that persons with exciting, interesting, stimulating or challenging work.

- **Autonomous work groups (AWGS):** Here a group of workers will be given some control of decision making have responsibility for a task area without day-to-day supervision, and with authority to influence and control both group members and their behavior.

**Occupational Stress:** Occupational mental health Programmers dealing with stress are beginning to emerge as a new and important aspect of Quality of work life Programmes. Obviously, an individual suffering from an uncomfortable amount of job - related stress cannot enjoy a high quality of work life.

**Worker Participation:** Employees have a genuine hunger for participation in organizational issues affecting their lives. Naturally they demand for more participation in the decision making process at the work place.

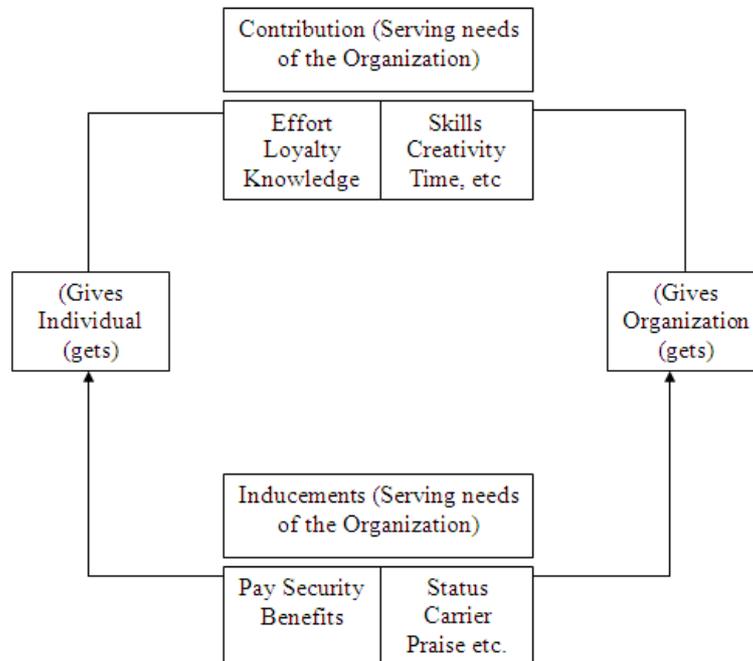
**Social Integration:** The work environment should provide opportunities for preserving an employee's personal identify and self- esteem through freedom from prejudice, a sense of communication interpersonal openness and the absence of stratification in the organization.

**Work and total life space:** A person's work should not over balance his life. Ideally Speaking, work schedules, career demands and other job requirements should not take up too much of a person's leisure time and family life.

#### **Way to Create High Quality of Work Life**

Quality of work life deals with the relationship between every employee and his or her work in the organization. This relationship is formal & some times less formal.

This is like a psychological contract, "Psychological contract" is the set of expectations held be the individual specifying what the individual and the organization expect to give and receive from each other in the other course of their working relationship. This contract represents the expected exchange of values that encourage the individual to work for the organization and motivates the organization to employ that person (i.e.,) Contribution and inducements.



A healthy Psychological contract means that inducements and contributions are balance.

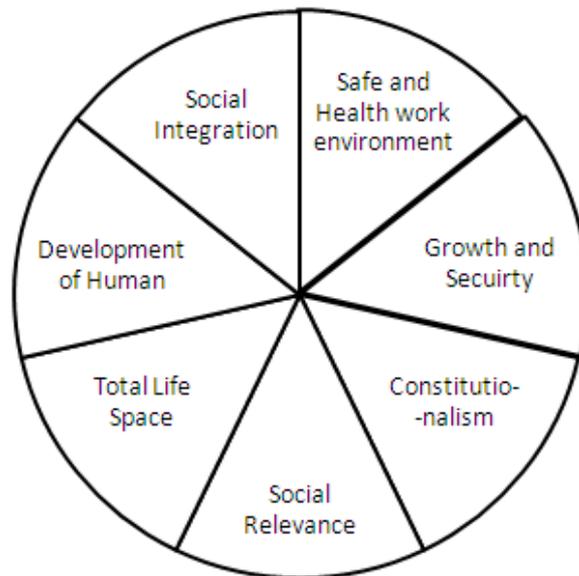
INDUCEMENTS = CONTRIBUTIONS  
 (Organization to employees) (Employees to Organization)

This is the way for organization to create healthy psychological contract and jobs satisfaction for their members is to provide them with high quality of work life environment.

#### Quality of Work Life Programmes

Quality of work life Programmes concentrate on creating a working environment that is conducive to the satisfaction of worker needs. This program assumes that a job and the work environment should be structured to meet as many of the workers needs as possible.

Richard Walton has organized into eight categories. These should be integrated, coordinated properly managed.

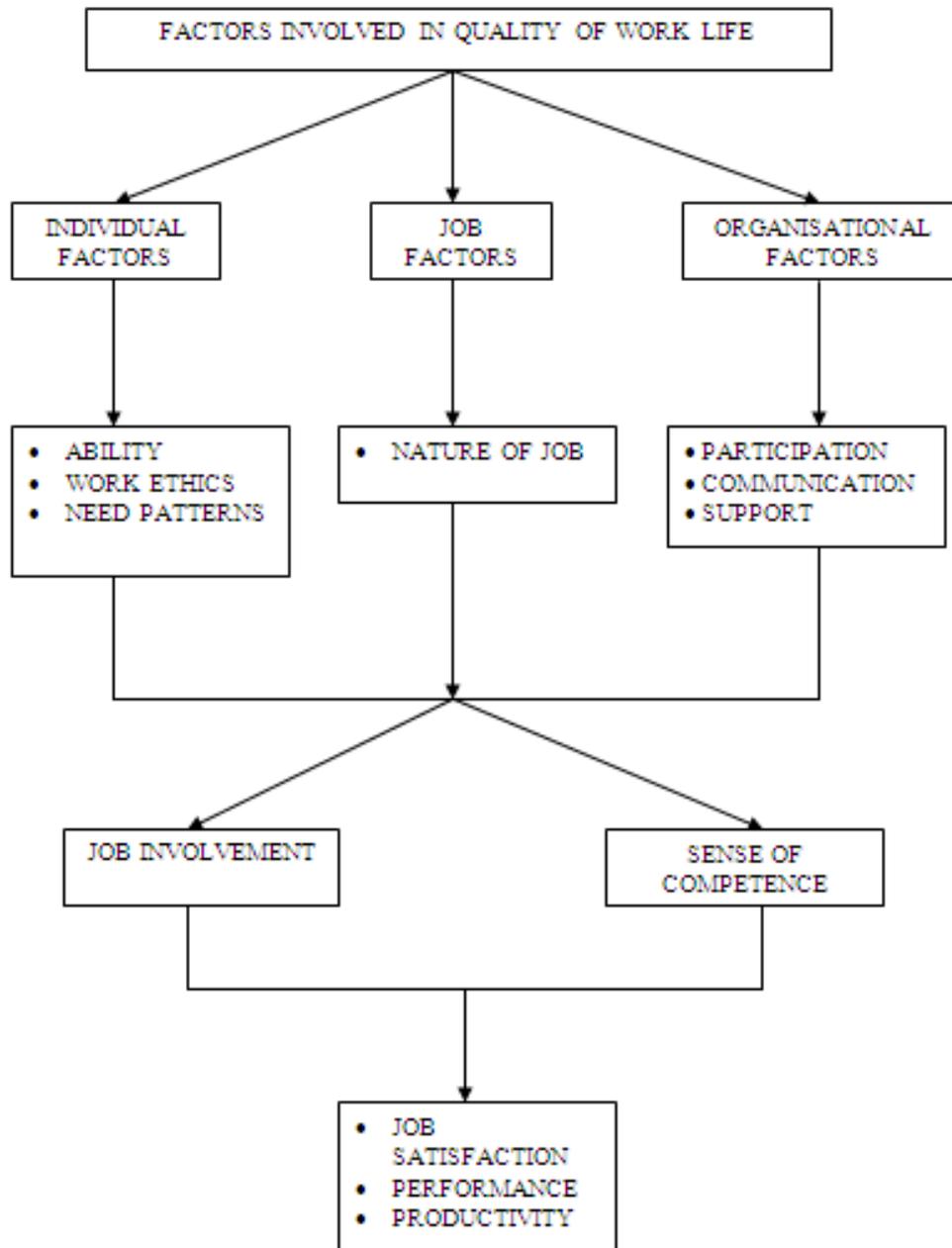


These programmes are helped to avoid some pitfalls like,

- Quality of work life program must be implemented with the co-operation of management and labour.
- Action plans must be carried to completion
- Care must be taken to concentrate the Focus on joint objectives of improving the quality of work life.

#### Quality Work Life Theories

Quality of Work Life is defined as the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization.



## Quality Work Life Factors from Previous Research

S. No.	Study	Factors Identified	
		Work Environment	Employee Welfare
1	Cooper (1980)	✓ Democracy	✓ Security ✓ Equity ✓ Individualization
2	Delamotte & Takezawa (1984)	✓ Challenging work content ✓ Traditional goals influence on decision	✓ Fair treatment ✓ Work as a part of life cycle
3	Davis (1983)	✓	✓ Equitable pay
4	Kaira & chose (1984)	✓ Safe & health working condition, physical environment ✓ Absence of undue stress	✓ Employee welfare Job Security
5	Kahn (1981)	✓ Task content ✓ Supervision ✓ Resources ✓ Promotion ✓ Working condition ✓ Organizational context	✓ Autonomy & control ✓ Relation with co-workers ✓ Wages
6	Krikman (1981)	✓ Job mobility quantity ✓ Quantity of leisure time created by job	✓ Healthy social relations
7	Leppitt & Rumely (1977)	✓ Organizational environment Physical environment ✓ Features of the job itself	✓ Health social relations
8	Mararow (1981)	✓ Chance to advance	✓ Seniority
9	Meta (1982)	✓	✓ Job security
10	Mirvis & Lawler (1980)	✓ Work environment ✓ Safe healthy working condition ✓ Opportunity to use abilities	✓ Employee welfare
11	Walton (1984)	✓ Future growth opportunity ✓ Constitutionalism ✓ Work relevance to society	✓ Adequate compensation ✓ Social Integration
12	Stephen P Robins (1994)	✓ Favorable working environment ✓ Better communication ✓ Job Satisfaction	✓ Equity ✓ Fairness ✓ Job satisfaction

**Effects of Quality of Work Life**

- Job involvement
- Sense of competence
- Job satisfaction
- Job performance and productivity

**Outcomes of Quality of Work Life**

- Quantitative Outcomes:
- Higher production
- Decreased work stoppage
- Decreased employee turnover
- Cost reduction
- Improved rate of product development
- Reduced absenteeism

**Qualitative Outcomes**

- Improved quality of products
- High morale or motivation co-operation
- Healthy industrial relation
- Commitment to goals
- Willingness to take responsibility
- Individual growth and development
- Openness in system
- Increased job involvement
- Improved co-ordination
- Improved communication
- Improved quality of decisions

**Quality of Work Life in Indian Context**

It will not be less than correct to mention that, of late, Quality of Work Life in India has emerged as a movement. It is V.V.Giri National Institute of Labour which took an active lead in familiarising the concept of Quality of Work Life in India. Following are the major factor that led to the Quality of Work Life movement in our country

1. Available evidences indicate that the changing profile of the Indian worker from an upper strata of caste structure has made him/her more concern for own hopes and aspirations. The blue collar worker, for example, seems more committed one duly moulded to fit in the emergent social structure of the day.

2. That worker is not just like other factors of production such as, machinery, land, and capital but a human being with feelings and emotions, has made organisation to behave with workers accordingly. The establishment of a separate Ministry of Human Resource Development by the Government of India is a testimony to such realisation. However, the Indian worker is so far deprived of such position is reported by Sen Gupta. Indian worker's wish has yet to be duly recognized and rewarded accordingly.
3. In India, around 10 per cent of workers in organized sector are unionized. The past records relating to labour unions lead enough evidence that the unionized work force has been much vocal for demands of one type or other. These usually relate to their better working conditions.
4. That human behaviour is highly unpredictable and complex underlines the need for the study of organisational behaviour. Quality of Work Life is one of the newer concepts experimenting how to make effective utilization of human resources.

Quality of Work Life in India seems in practice in a variety of operational systems like Workers participation, job enrichment, quality circles etc. Here, an attempt has been made to give an overview of these in terms of their broad coverage and experiences of Indian organisations with them.

### **Nursing Service**

Nursing is a Healthcare profession focused on the care of individuals, families, and communities so they may attain, maintain, or recover optimal health and quality of life from conception to death. Nurses work in a large variety of specialties where they work independently and as part of a team to assess, plan, implement and evaluate care.

"Of all the categories of hospital staff, the best organized and most compliant are invariable the nurses".

### **Definition - Nursing Service**

WHO expert committee on nursing defines, "the nursing services as the part of the total health organization which aims to satisfy major objective of the nursing services is to provide prevention of disease and promotion of health".

In the healthcare field, nurses are the ubiquitous as doctors and about four times more numerous. There is virtually no place that they have not made a contribution. Nurses are critical to inpatient care, usually relevant to outpatient care, central to palliative care, hospice home & long term institutional care and important to disease prevention. Nurses make major contributions to case management, patient care guidelines and health promotions.

Organizationally, nursing is far the largest professional employee group. Their contribution is clearly recognized by patients. Most patients, when asked to evaluate their inpatient care, speak first not of the doctors but of the nurses. Furthermore, if patient thinks well about nursing care, they tend to rate the whole experience, even the bill, more favourably, while patient's emphasis is in some ways naive it is not entirely misplaced.

Nursing care is extremely important for good patient outcomes, more so in a hospital setup. While physician plan the treatment and perform the diagnostic and treatment procedures, it is the nurse who spend more time caring for the patient and looking after all his needs throughout hospital stay. The success of patient care and the reputation of the hospital depend to a large extent on efficiency and tender loving care extended by the nursing staff. Ensuring high level if nursing care is therefore a big challenge for hospital administrator.

Nurses constitute a large proportion of the total numbers of the total number of employees in any hospitals. Nursing is the single largest department of the hospital. Further, due to the close work relationship with ward support staff, generally nursing services also manages ward clerks, medical orderlies, porters and sometimes even cleaners and other housekeeping staff. The sheer magnitude of the nursing department necessitates strict compliance principles of organisational structure and functions. Fortunately this is not a problem in most hospitals.

#### **Essential Features of Nursing Practice**

- Attention to the full range of human experience and responses to health and illness, without restriction to a problem - focused attention.
- The integration of objective data with knowledge gained from an understanding of the patient's and group's subjective experience.
- Application of scientific knowledge to the processes of diagnosis and treatment.
- Provision of a caring relationship that facilitates health and healing.

#### **Purpose of Nursing**

- To promote health. Including emotional and social well-being.
- To prevent disease and disability.
- To provide environmental, physical, cognitive and emotional support in illness.
- To minimize the consequences of diseases.
- To encourage rehabilitation.

#### **Objectives of Nursing Services**

- To organize the nurses in a manner so as to render high quality of nursing care consistent with philosophy and objectives of the hospital.

- To support and assist the physicians in medical care and carry out procedures prescribed by medical staff, as consistent with nurse training and expertise.
- To establish and implement philosophies, standards, policies, rules and procedures for smooth and efficient functioning of nursing services in the hospital.
- To delineate the responsibilities and duties of nursing officials and various categories of nursing personnel.
- To establish the responsibilities and duties of nursing officials and various categories of nursing personnel.
- To estimate the requirement of nursing personnel, advice on appointment of adequate & competent nurses, and establishes policies and programme, for their orientation, placement, on-the-job training and supervision.
- To estimate the need for facilitates, equipment and supplies and implement a system for evaluation and control within the administrative and financial framework of the hospitals.
- To develop and maintain a system for recording patient care and administrative nursing data.
- To train student nurses and provide facilities for advanced training of nursing and other personnel.

### **Nursing Care**

Nursing care embraces all activities necessary to supply total nursing care. These may be classified as three main groups:

1. Concerned with comfort and well-being of every patient.
2. Concerned with carrying out medical treatment.
3. Concerned with education - to patients and nurse trainees & students.

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