

AN EMPIRICAL STUDY ON PERCEIVED QUALITY OF WORK LIFE AND TURNOVER INTENTION AMONG THE EMPLOYEES OF PRIVATE HOSPITALS

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Abstract : Work is an integral part of human's everyday life, as it is our livelihood or career or business. On an average one spends more than twelve hours daily life at one's work place and it is the one third of our entire life. There are many Research on QWL as it is considered to be more important at the individual and organization level. Quality of work life refers to the level of contentment or unhappiness with one's employment. Quality of work life is considered for both the employees and organization and it is involved with productivity, job satisfaction, job involvement, job enrichment etc. Any organization's success is mostly dependent on how it attracts, recruits, motivates, and retains its workforce. Present day organizations need to be very flexible so that they are equipped to develop their workforce and enjoy their commitment. Turnover intention is defined as an employee's intent to find a new job with another employer within the next year. Generally, it is accepted that job satisfaction and employee turnover intention are inversely related. Negative quality of work life has been found to enhance turnover intention. Employee turnover has been one of the most serious issues faced by many service sectors. This study is made attempt to analyses the Quality of work life among employees of private service sector and its impact on employee turnover intention. In order to improve quality of work life, various coping techniques have been identified to upgrade the employees' attitude towards their job and the working environment in the organizations.

Keywords : Quality of work life, Turnover intension, Job satisfaction

INTRODUCTION

Human resources play a very important role in success of an organization and thus, management of human resource assumes importance. Many aspects affect the management of human resources. One such aspect is Quality of Work Life (QWL). It is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. Organizations have placed such a value on their employees that they are referred to as human capital. Because their value is recognized, companies are willing to invest their assets to recruit, educate, and train their people.

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The concept of quality of work-life is a comprehensive term that includes work ethics and several facets of working conditions, measures for working conditions, employees' satisfaction, and efficiency in production. Although there is no single generally acknowledged definition of the quality of work life, researchers are of the same opinion that the quality of work-life is related to employees' 'welfare'. There are several definitions as to the quality of work life: "the quality of the relationship between employees and the total working environment, with human dimensions added to the usual technical and economic considerations" (Davis 1983).

Quality of work life (QWL) is a meaningful achievement and enjoyment in every day work life. According Robins (1990) QWL is "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". The key elements of QWL include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlovic, 1991; Scobel, 1975).

Quality of work life is a decisive concept with having lots of importance in employee's life. Quality of work life indicates a proper balance both in work and personal life which also ensure organizational productivity and employee's job satisfaction. Quality of work life involves many things including developing an awareness and understanding of the concerns and needs of others and improving the way things are done to assure long-term effectiveness and success. The dimensions of QWL include health and wellbeing, job security, job satisfaction, performance appraisal and the balance between work and nonwork life.

"Turnover intention" is defined as an employee's intention to voluntarily change jobs or companies. Turnover intention is defined as the mediating factor between attitudes affecting intent to quit and actually quitting an organization (Glissmeyer, Bishop, & Fass, 2008).

Employee's turnover is the challenging issue for the organizations and has always negative impact on the organizations. When employees leave their company, it does not only reduce the performance of the organizations but also lessen the productivity and profitability of the organizations as well. It also increases the management difficulties and hiring cost for the new people to fill the vacant positions and train them. Major factors involved in employees turn over include: performance appraisal system, organizational policies and their implementations, working environment, job growth, bosses behaviors, benefits, compensation, economic condition of the company and performance of the company, etc.

Employee turnover is the analysis of employees that leave a company during a particular time period. High turnover rates are usually considered bad, because firing or losing employees costs the business money. To keep from losing an excessive amount of employees, managers must be able to analyze turnover intent if they are to avoid high rates. They can do this by talking to departing employees or checking their business system.

II. LITERATURE REVIEW

Quality of Work Life (QWL) explains the extent of a relationship between individuals and his perception of life in relation to his work environment. QWL was initially conceptualized by Walton (1975) where he proposed QWL to be categorized into eight different aspects concerning on; adequate and fair compensations, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social

integration in the work organization, constitutionalism in the work organization, work and total life space, and social relevance of work.[1]

Later, more research on QWL extended different views in conceptualizing QWL. Elizur (1990) summarizes the different approaches in defining QWL. Some perceived it as including working conditions, equitable compensation and job opportunities; several viewed it as involving autonomy, accomplishment, challenge and personal responsibility, chances in making decisions, and develop interest and abilities. And, most popularly, QWL possessed several dimensions which are; growth and development, participation in decision making, physical work environment, supervision, pay and benefits, social relevance, and workplace integration Razali(2004)[2].

The some of the dimensions of QWL such as supervisory behaviour, compensation and benefits, job characteristics, and work life balance correspond to the proposal of QWL definition as where organizational, human and social aspects interact (Martel and Dupuis 2006). Specifically, compensation and benefits and job characteristics represent the organizational aspects, whereas work-life balance and supervisory behavior refer to the human and social aspects.

Earlier studies suggested that organizations offering better QWL are likely to gain leverage in hiring and retaining valuable workforce (May et al. 1999) [3]although associating it with productivity seems a misleading suggestion (Martel and Dupuis, 2006). Employees become attached to their organization when their prior expectations are met (Chang 1999).

Researches in the past have been using the terms of intent to leave, intention to leave, turnover intention interchangeably to described employees' intention to leave their organizations. Past studies have indicated that turnover intention has been reported and tested to be valid indicators of actual turnover (e.g., Bluedorn1982; Liu and Onwuegbuzie2012; Tekleab et al. 2005)[4]. Hence, it is important to identify the contributing factors of turnover intention in order to find out the reasons for employees to leave the companies. Turnover indicates a breach in the relationship between individuals and the organization (Chang 1999)[5]. Turnover costs in accounting firms which includes opportunity costs, retraining and reselection, and decreased morale of existing employees, may result in serious losses to firms (Chang 1999). Thus, a better understanding of the turnover intention and its perceived QWL is a warranted. Nonetheless it is agreeable that turnover intention is the most commonly used in researches to describe employees' propensity to leave the companies (Fisher and Gitelson1983; Fried et al. 2008; Whitman 1999)[6].

Normala and Daud (2010) in their study —Investigating the Relationship between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms□ say that the quality of work life of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment.[7].

Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the —basic elements of a good quality of work life□ as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement[8].

Bertrand and Scott (1992) in their study —Designing Quality into Work Life□ found that improvements in the quality of work life are achieved not only through external or structural modifications, but more importantly through improved relations between supervisors and subordinates.

Datta (1999) in his study —Quality of Work Life: A Human Values Approach say that in a deeper sense, quality of work life refers to the quality of life of individuals in their working organizations—commercial, educational, cultural, religious, philanthropic or whatever they are.

Modern society is organizational society. Individuals spend much of their lives in organizations. Hence, the importance of quality of work life is unquestionable[9].

However, worker turnover is a significant problem, costing organizations time and money. Companies that can recruit and retain competent personnel have an advantage over organizations that cannot retain their personnel (Cho, Son, 2012). While it is important to hire personnel to meet the organization's needs, it is equally important to retain them.

For instance, May et al. (1999) postulated that organization may gain leverage in hiring and retaining their workforce by offering better QWL, and this study has supported this. Moreover, the changing values of the workforce today indicate that financial motives are no longer the prime goal of individuals today (Saklani2004). It will be no use to be well paid and compensated by the employing organization but at the end of the day are not able to make use of the good pay and compensation as most of the time is spend only within the organization.

Turnover wastes valuable organizational assets. Costs increase as turnover rates increase. Turnover costs include recruitment expenses, such as advertising, testing, and human resource expenses. Additional financial impact can include lost productivity and decreased morale that within the organization. Increasing productivity and decreasing turnover is a strategic goal of all organizations (Sutarjo, 2011). External stakeholders can be affected by less effective customer service and concerns about less stringent qualitycontrol of an organization's products or services. In a hospital or clinic, fears may arise over the quality of patient care.

Iwanenko (2011) asserts that turnover leads to decreases in productivity in the months leading up to employment separation. Employees may spend significant on-the-job time searching for new employment opportunities. Without regard to specific industries or organizations, employee turnover is not only costly, it impacts organizational stability. Turnover eliminates a return on investment of human capital costs in recruiting and training and raises the possibility of increased salary levels in order to out-pace the competition (Cho, Son, 2012).

Turnover intention is an aspect of employee turnover in a business and cannot always be measured adequately through charts or surveys until after the actual turnover occurs. There are two types of turnover intent: voluntary and involuntary. Voluntary turnover is when someone leaves of his or her own accord, either because that person is dissatisfied with the job or has found a better job somewhere else. Involuntary turnover is when a person is fired because of poor performance or wrongdoings, or if the employee dies. Managers must understand turnover intent to know how to curb it, because this places monetary and indirect stress on the company.

This was further confirmed by recent studies (e.g., Huang et al.,2007;Celik and Oz 2011) that perception of QWL has a direct negative effect on turnover intention. From a review of literature, the most QWL studies preferred the concept of QWL by Walton's definitions (Timossi et. al, 2008: 3; Boonrod, 2009: 8)[10].

Walton, proposed eight major conceptual categories relating to QWL as (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) immediate opportunity to use and develop human capacities, (4) opportunity for continued growth and security, (5) social integration in the work organization, (6) constitutionalism in the work organization, (7) work and total life space and (8) social relevance of work life (Rose et. al, 2006: 62; Gupta and Sharma, 2011: 80; Tabassum et. al, 2011: 19). Walton pointed out that QWL emphasized humanistic values and social responsibilities and suggested the QWL was eight dimensional constructs as shown in Fig. 1 (Boonrod, 2009: 8). Walton proposed the conceptual categories of QWL. He suggested eight aspects in which employees perception towards their work organizations could

determine their QWL. Despite the growing complexity of working life, Walton's eight-part typology of the dimensions of QWL remains a useful analytical tool (Daud, 2010: 76).

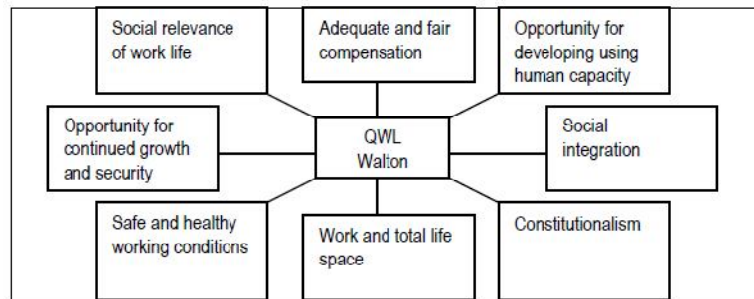


Figure 1: The eight dimensional constructs of Walton's QWL

A. *Statement of the problem*

Quality of work life is becoming an important issue in the most of the private hospital (service sector). Quality of work life encompasses working conditions, working time, mode of wages payment, health hazards issue, some of financial and non-financial benefits, management behavior towards workers and job satisfaction. In fact, the issues related to QWL are as broad as the whole range of labor problems. This present study aims at analyzing the Quality of work life of male and female individuals working in the private hospital and its impact on employee turnover intention. The study also aims at finding the relationship between Quality of work life and other variables such as supervisory behavior, work life balance, pay level rewards, promotion policy job security, Growth and achievement. The findings of the study would have great importance in understanding the prevailing quality of work life and the need for improving the same and the ability and to reduce turnover intention in private hospitals.

B. *Objectives of the Study*

The present study has been pursued with the following objectives:

- To analyze the relationship between the demographic profile namely the marital status of the respondents and educational level of the respondent and certain factors affecting quality of work life
- To study the level of Quality of work life and Turnover Intention among individuals working in private hospitals
- To study the relationship between Job stress and Turnover intention
- To investigate the relationship between the Quality of Work Life and Turnover Intention of the individuals working in Private Hospitals.
- To find out the gender difference in QWL and Turnover intention among the individuals working in Private Hospitals.

C. *Hypothesis of the study*

H1: Quality of Work life has a negative impact on turnover intention

H2: There is a relationship between job satisfaction and turnover intentions

H3: There is a relationship between job characteristics and turnover intentions

H4 Compensation and benefits has a negative impact to turnover intention.

H5 Work life balance has a negative impact on turnover intention.

H6 There is a positive and significant relationship between job stress and turnover intention.

D. *Methodology*

Instrument

The items of QWL questionnaire were gathered by means of a literature review. In total, eight dimensions of QWL were defined (Table 1). This questionnaire has 24 items (three items in each construct). Ratings were completed on a five-point scale (1 to 5). Turnover intention was measured using a three item.

Dependent and independent variables

Employee's turnover intention was the dependent variable in this study. Independent variables included eight dimensions of QWL (Participation and involvement, job promotion, management support, supervisory behaviour, Worklife Balance, job security, Pay rewards and Benefits, Job characteristics, and job stress).

Validity of the research instruments

In this research, eight QWL constructs have content validity since they were derived from an extensive review of the literature, and evaluations by academics and practitioners.

Reliability of the research instrument

Cronbach's alpha was computed for each scale using the SPSS 11. The reliability coefficient was 0.81 for QWL questionnaire.

Data collection

A simple random sampling method was employed in this study.

Data analysis

All data were analyzed using the SPSS. In order to normalize the Likert scale on 1-5 scales for each domain of QWL questionnaire, the sum of raw scores of items in each domain was divided by the numbers of items in each domain (3 items) and for overall QWL, sum of raw scores of items were divided by 24 respectively. The possible justified scores were varied between 1 and 5. Scores of 2 or lower on the total scale indicate very low, scores between 2 and 2.55 indicate low, scores between 2.56 and 3.55 indicate moderate, scores between 3.56 and 4.5 indicate high and scores above 4,5 indicate very high QWL.

The differences between groups were tested with the chi-squared test, in-dependent t-Tests. Then, the relationship between QWL and turnover intention was investigated by calculating Pearson's correlation coefficients. Regression analysis was used to identify the most important predictor domains in QWL. The significance level was set at $P < 0.05$.

III.RESULTS

Two hundred sixty one employees completed the questionnaire. The characteristics of the sample are summarized in Table 1. More than 64% of the respondents were females and over 84% were married. They had mostly at least a college degree. More than half of the employees had incomes of less than Rs.25,000. The age of these hospital employees ranged from 24 to 58 years. Over half is less than 35 years old. Employees on the average had more than 12 years of working experiences respectively.

The mean score of employees QWL was 2.38 on a five scale implying that overall the level of QWL was low. The overall scores ranged from 1.63 to 4.32 (possible range 1-5). In correlation analysis between QWL and its eight dimensions, management support, job characteristics, job security, job stress and promotion policy respectively had the highest effect on employees' QWL.

The results of the stepwise regression model indicate that 78% of the variance in overall QWL is explained by management support, job characteristics, and job security. The variables-resolving organizational and job related problems of employees, using employees' suggestion and ideas in resolving organizational problems, good relations between employees and managers, employees'

proud about working in the organization, fair job promotion, job security, fringe benefits and job stress were the most influential factor in QWL.

There was strong correlation between QWL of employees and their gender, marital status, organizational position, and education level ($P<0.05$). Those who were married had a higher level of QWL as compared to the singles. A statistical significant association was not found between employees' QWL and their area of work ($P=0.73$).

When asked whether they would leave their organization, if they find another job opportunity, 43.60% of hospital employees responded that they would leave their organization if they find another job opportunity. QWL was negatively ($r=-0.46$ and $P<0.001$) associated with turnover intentions. QWL was positively ($r=0.56$ and $P<0.001$) associated with recommending the organization to others for work. QWL was a major contributor to employee turnover intention. Regression analysis of data indicated that predictors of intent to leave were low motivation, organizational policies, job stress, poor communication, and lack of job security.

Significant relationships were found between employees' turnover intention and their age ($P<0.001$), tenure ($P<0.001$) and marital status ($P=0.04$) and type of employment ($P=0.05$). An inverse relationship between employees' education level and turnover intention was found in this study. Employees in lower educational background were less satisfied with pay and more likely to leave. Temporary and casual employees were more likely to leave their hospitals than fulltime permanent staff.

Table 1 Distribution of Participants by Demographic Characteristics

Demographic variables	Category	Frequency	Percentage
Gender	Male	92	35.24
	Female	169	64.76
Marital Status	Single	29	11.11
	Married	221	84.68
	Divorcee/Separated/Widowed	11	4.22
Age	Below 25 years	22	8.43
	25-35 Years	110	42.14
	36-50 Years	90	34.48
	Above 50 Years	39	14.95
Experience	Less Than 3 years	24	9.19
	3-5 Years	47	18.02
	6-10 Years	64	24.52
	11-20 Years	91	34.87
	Above 20 Years	35	13.40
Salary	Less Than Rs.10,000	32	12.26
	Rs.10,000 – 15,000	56	21.46
	Rs.16,000-25,000	126	48.27
	Above 25,000	47	18.01
Education	Post Graduation	28	10.72
	Graduation	151	57.86
	Diploma	30	11.49
	Other	52	19.93

Table 2. The mean and SD of employees' QWL in different private hospitals (on a 5 scale)

	No.of Items	Cronbach's Alpha	Mean	SD	p
Job Characteristics	3	0.71	2.28	0.84	>0.001
Promotion Policy	3	0.75	2.07	0.71	>0.001
Supervisory Behaviour	3	0.73	3.31	0.81	>0.001
Pay level and Rewards Compensation and Benefits	3	0.77	1.88	0.73	0.017
Job Stress	3	0.74	2.49	0.92	0.60
Job Security	3	0.70	2.55	0.80	0.04
Job Satisfaction	3	0.78	2.57	0.72	>0.001
Management Support	3	0.81	2.88	0.83	>0.001
Turnover Intention	3	0.84	2.87	0.82	-

IV.FINDINGS and CONCLUSION

A happy and healthy employee will give better turnover, make good decisions and positively contribute to organizational goal. An assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents. Quality of work life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. However, the influence of job characteristics on turnover intention is significant but positive, which is contrary to our prediction. This could be due to the fact that the availability of job alternatives becomes an important opportunity for employees to move externally and hence affect their turnover decisions. As verified in this study, supervisory behavior, job characteristics and work life balance are significantly related to turnover intentions. Our findings are consistent with the past literature documenting the negative relationship between these variables and employees' turnover intentions.

The findings have concluded that supervisors play an important role in reducing turnover intention. Hence, managers need to be aware that it is their responsibilities to take good care of their relationships with their subordinates as the perceived quality of the relations was found to be one of the factors that explain turnover intention of the employees.

In addition, the results of this study demonstrated the importance of balance between work and life in the hospitals. Turnover costs in hospitals may result in serious losses as these hospitals are heavily depended on its human capital. Consequently, it was found that QWL is negatively associated to turnover intention; as such employing organizations must find ways to improve the employees' QWL. This clearly reflects that employees nowadays value a balanced work life more.

Performance appraisal system is major cause of employees turn over in private hospital. Employees were so much frustrated about performance appraisal system. There is biasness in the system. Annual confidential reports are filled on the basis of personal relation and through unfair means. So unfair performance appraisal system is a main cause for employees' turnover. The current study showed that promotion opportunities were another significant predictor of QWL. Unfair promotion policies perceived by employees may negatively affect their QWL. Dissatisfaction with promotion opportunities has been shown to have a stronger impact on employees' turnover.

Compensation in either monetary or non-monetary has been found to motivate employees performance. It was found that pay factor do affects the turnover intention. This study showed that employees who worked in private hospitals had lower QWL. They were more dissatisfied with their career prospects, pay, benefit, workload and job security.

Majority respondents agreed that the job stress cause dissatisfaction and quitting. Job stress always create frustration and make the employees upset. Mentally disturbance creates stress and this cause employee's turnover. The employees disappointed and leave the company.

Job insecurity negatively influenced QWL of hospital employees. Job security is an important determinant of employees' job satisfaction. Increased workloads and financial restraint has left employees feeling increased pressure in their jobs. Hospital managers should enhance employees' QWL through improving their working conditions and providing fair promotion and benefits.

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