

# Work Environment Factors and its impact on Job Satisfaction and Quality work life in Healthcare Sector Employees

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## ABSTRACT

Human Resources are not only the core strength but also are intangible assets of an organization and need to be treated with dignity and respect for their sincere and hard work especially in services sector like healthcare. The purpose of this research is to investigate the relation of work environment factor on job satisfaction or the quality of work life and its impact on the work tenure of employees. Accordingly, non-probability technique through the convenient sampling method was used to collect opinions from 54 employees of various healthcare employees. The results indicated that organization must provide a conducive climate for employees to enhance their skills and abilities, freedom of expression, opportunity for career growth, priority for employee health and safety and additional monetary benefits makes an employee not only happy but prefers a longer tenure in that organization due to better QWL. Quality work life is directly related to the longer employee tenure in an organization.

## KEYWORDS:

Work Environment, Job satisfaction, Quality work life, Work Tenure

## I. INTRODUCTION

Work is the greatest form of worship that anyone can ordain. We human's work to survive and fulfill our basic necessities and dreams. When we work with integrity and honesty we can accomplish our work with affection and this brings out satisfaction. Doing the work which one likes will help us grow in both personal and professional life. Working with dedication really matters and individuals are recognized for their work which would yield good name and recognition which makes oneself to work more and put an extra effort to sustain employment.

Organization on other hand are continuously in search to find right employees for

the right job and also to retain the best of the employee, therefore organizations play a vital role in creating a stable working environment which in turn reflects the quality of work within the employees. A good environment leads to a positive workplace. Work Environment is the element which impacts the working abilities of an employee in positive or negative way, factors like proper equipments, furniture, lights, ventilation, activity area and many more, will ultimately contribute to encourage employee's productivity. Organizations success depends on employee's contributions, an employee gives his/her total contribution only when he/she is satisfied with the job and its role. Job satisfaction is one of the major factor to create a peaceful work environment and also increase the job tenure of an employee.

Quality of Work Life (QWL) is about creating a contributive and favorable environment in the workplace as it is the most important aspect for better performance and higher productivity because only in the right atmosphere employees will be able to work effectively and efficiently. Quality of Work Life (QWL) being one of the factors affected by health, where it showcases a relationship between employees and the working environment. QWL is a complex entity influenced by interacting with many aspects of work and personal life. Brooks argued that QWL has two goals: improving the quality of the work experience of employees and simultaneously improving the overall productivity of the organization. High quality of work life provides individuals with a place where they feel accepted, wanted and appreciated. QWL can be defined as the total quality of an employee's work life at an organization. It directly affects the company's ability to serve its customers. QWL not only means happier employees but also better business results. When the quality of work life is stable, productivity is bound to increase. So does the level of employee

retention. It seeks to benefit employees, their families and the organization.

An employee's tenure is depended on these factors like work environment, job satisfaction, quality of work life, and majorly health of the employee. If all these are taken care of, then the employee will work for a longer period of time with maximum efficiency.

A healthy organization will always depend upon quality of working for both the employees and organization. The organization should provide employee needs or expectations which they need at the workplace. A high quality of work life is a better working environment which in turn results in efficiency and effectiveness of the organization. A low quality of the work life is based on the inferior working environment which in turn reduces the efficiency and effectiveness of the organization. If the quality of work life is better in the organization, then the organizational goals can be achieved easily & effectively.

### **Ensuring Better Quality of Work Life to all Employees**

Improving the quality of work life of employees is important as it involves one's feeling about his/her job and work dimensions such as decreased absenteeism, attrition and retention of workforce, better productivity and job satisfaction. Enhanced quality of work life would have a positive effect on the employees and the organization as a whole. Balancing professional and personal time plays an important role in enhancing the quality of work life as it often involves long working hours, stress, a lot of expectations, challenges and commitment. Irrespective of the workload individuals need to satisfy their basic needs, wants and demands depending on various factors such as financial package, job security, employment benefits, opportunity for growth, awards and recognition. If these factors are favorable, then employees will have a sense of competence, job satisfaction and positive attitude. Hence organizations should strive to provide a better work environment to its employees by providing fair treatment, professional support, fostering we attitude rather than I attitude, building strong interpersonal relations, honor and respect employees, recognize their efforts and career growth.

Quality of work life majorly depends upon the environment at workplace. Work environment is not just the space an individual share at their offices but it also includes having positive work environment, supportive colleagues, good practices and respect. Whereas, work satisfaction is the

emotional feeling that individuals feel with their jobs. If an individual has positive work satisfaction he/she would believe in his/her own abilities and help the organization to grow and in return expect better job security, pay and benefits, recognition and career development.

A good and positive work environment in return creates employee satisfaction and motivates the individuals to perform better and would experience lower burnout and increased work efficiency. This would make people happier in their jobs and would create a strong sense of continuity, enhancing skill development and career development.

### **Healthcare in India**

Healthcare in India is one of the largest sectors in terms of traditions, revenue and employment. It comprises of hospitals, telemedicine, medical tourism, health insurance etc. Healthcare industry is multidimensional as it consists of professionals, technicians and supportive staff. Indian healthcare sector is divided into two categories namely public and private healthcare system. Medical treatment in India has cost advantage over other Asian country and Western nations. Low cost of treatment in India attracts many patients for treatment and in return enhancing medical tourism.

### **Quality of Work Life in Healthcare Sector**

Healthcare sector is a place where individuals from all walks of life come together to work with one another. Healthcare in India is growing at a tremendous pace owing to its strengthening coverage and services. India is a preferred destination for Medical Value Travel (MVT) where patients from all over the globe come to Heal in India.

Quality of work life (QWL) is important in the healthcare sector as it aims to increase patient and employee satisfaction and produce quality healthcare services. Efforts towards QWL measurement help in efficient and effective allocation of resources to enhance productivity and stability of the workforce. Healthcare faces challenges in terms of lack of experts, low output and high rate of job satisfaction.

Quality of Work Life among employees of healthcare sectors is important as it affects the safety and quality of care provided to patients. QWL influences the performance and commitment of employees in the organization. Healthcare is seeking ways to address issues of recruitment and retention by achieving high QWL and trying to focus on improving and strengthening the

organizational commitment, improving quality care to patients and increasing productivity of both the individuals and the organizations.

#### Statement of the Problem:

A study of quality of work life and its impact on work tenure is a paramount importance, the nature being different for each category of employees depending upon their needs. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, and morale of employee's especially in healthcare sector and economic development of the country. So this study makes an attempt to understand the work environmental factors which are related to the job satisfaction of an employee and its further impact on the work tenure of employee in an organization.

## II. LITERATURE REVIEW

**Muhammad Bilal Maqsood (2021)**, has emphasized on the Healthcare Staff who were associated with the ICU and the Emergency unit with reference to the Quality of work life which they have. The objective of this research was to assess the quality work life of staff. The researcher has selected the sample from the individuals who were directly associated with the Health Industry. The respondent should have worked with the associated industry at least for a year, less than that will not be considered as a respondent. Only a few cities were selected as a sample from the Saudi Arabia country. Survey was conducted and it was shared through email to the respondent with the help of Healthcare Database. Researcher has conducted the F Test and Multiple regression analysis during the research work. It has been concluded that the quality of Work life of Health care staff is same as before or during pandemic. All the results are insignificant which proves that there is no significant relationship between the quality of health care staff with reference to different variables which are considered for this research paper.

**Meltem Saygili (2020)**, analyzed the determinants of burnout and assessed the quality of work life among healthcare professionals. The objective of this research paper was to identify the working environment and the level of burnout. Quantitative cross-sectional study was undertaken and the population of the study consisted of all the healthcare staff actively working in public hospitals in Ankara, Turkey. Survey was conducted and it included questions related to personal details, quality of work life, and burnout. Researchers

conducted a correlation analysis between healthcare employees' quality of work life and their level of burnout. The results revealed weak correlation between quality of work life among healthcare employees and burnout.

**Rajeswari Hemanathan (2017)**, aimed to study the quality of work life among nurses in tertiary healthcare as nursing is the largest workforce in the healthcare sector. The aim of this study was to identify the quality of work life among nurses and to associate it with socio demographic variables. Cross sectional descriptive research design was used and the sampling technique chosen was non probability - convenience sampling. Descriptive statistics was used to analyze the data. This research paper concluded that the majority of the nurse's experience moderate quality of work life. The quality of work life of nurses is very important as their commitment on job plays a vital role in providing a high level of patient care.

**Tanaya Nayak (2015)**, analyzed quality of work life and organizational performance, the mediating role of employee commitment due to competition and globalization which in return is leading to changes. Quality work life is the most prominent aid which leads to wellbeing and better work performance of employees. Healthcare employees are the front line workers striving to provide safe and healthy treatment to their patients but their wellbeing is mostly ignored. The purpose of this study was to establish a relationship between the employee commitment and quality of work life and organizations performance. A descriptive research design was used in this study and it was conducted in 30 private healthcare organizations located in Cuttack and Bhubaneswar, Odisha. A self designed questionnaire was distributed and it was divided into 6 dimensions namely work environment, occupational stress, opportunities for development, social support, compensation and rewards and work life balance. Five point likert scale was used to a collect the responses. Data was analyzed using descriptive statistics, pearson's correlation and multiple regression using SPSS. The analysis shows that employee commitment acts as a significant mediator in relationship between quality work life and organization performance.

**Tahmineh Salehi (2015)**, has emphasized on the Iranian nurse's quality of work life and their productivity. The purpose of this study was to analyze the quality of work life among clinical nurses and their productivity at Tehran University of Medical Sciences Hospital in Iran. Multi-stage sampling approach was used to collect data from the respondents. Descriptive study was used to

investigate the relationship between quality work life and productivity among the respondents. The outcome of this paper revealed that the quality of work life among nurses was moderate and their productivity was satisfactory. It was concluded that high quality work life of nursing staff will have a positive impact on the nurse's feelings and emotions which would directly enhance individual's satisfaction and improve organizations productivity.

**Mohammed J Almalki (2012)**, aimed to establish a relationship between quality of work life and their intention of turnover among primary healthcare nurses. The objective of the study was to examine the relationship between them. The researcher has conducted a cross sectional survey and all PHC (Primary Health Care) nurses working in Jazan region, Saudi Arabia were eligible to take up this survey. This study used the Anticipated Turnover Scale and Brooks Survey of QNWL along with demographic details. The survey was sent to PHC nurses through the department of PHC Jazan. Descriptive statistics, t-test, ANOVA and other statistics were applied to analyze the data. It has been concluded that the respondents were dissatisfied with their work life and the level of satisfaction was low and hence high turnover intentions were prevalent among nurses working in PHC.

**M HosseiniZare (2012)**, analyzed the quality of work life of residents working in healthcare as they play an important role in the hospitals as they spend a significant time during the night shifts and in case of emergencies. Due to which their performance and quality of work life is negatively affected. The purpose of this study is to explore the factors contributing to the quality of work life among residents working in a few selected hospitals affiliated to Tehran University of Medical Sciences (TUMS), Iran. Data was collected by residents working in government hospitals affiliated to TUMS. Simple random sampling technique was used to select the sample from the population. Descriptive analysis was used to find the mean and standard variation of the demographic variables. The analysis indicated that there was a significant relationship between the employees and residents' quality of work life. This study concluded that the quality of work life was moderate to high among the majority of residents working in hospitals affiliated to TUMS while

some elements of quality of work life needs to be improved with regards to residents.

### Scope of the Study

The scope of this study is limited to employees working in healthcare sector in India. The study focuses on analysing the factors influencing the quality of work life with respect to work tenure of employees in the organization. It focuses is to study the satisfaction level of employees and to find out the expectations and experience of employees.

## III. RESEARCH METHODOLOGY

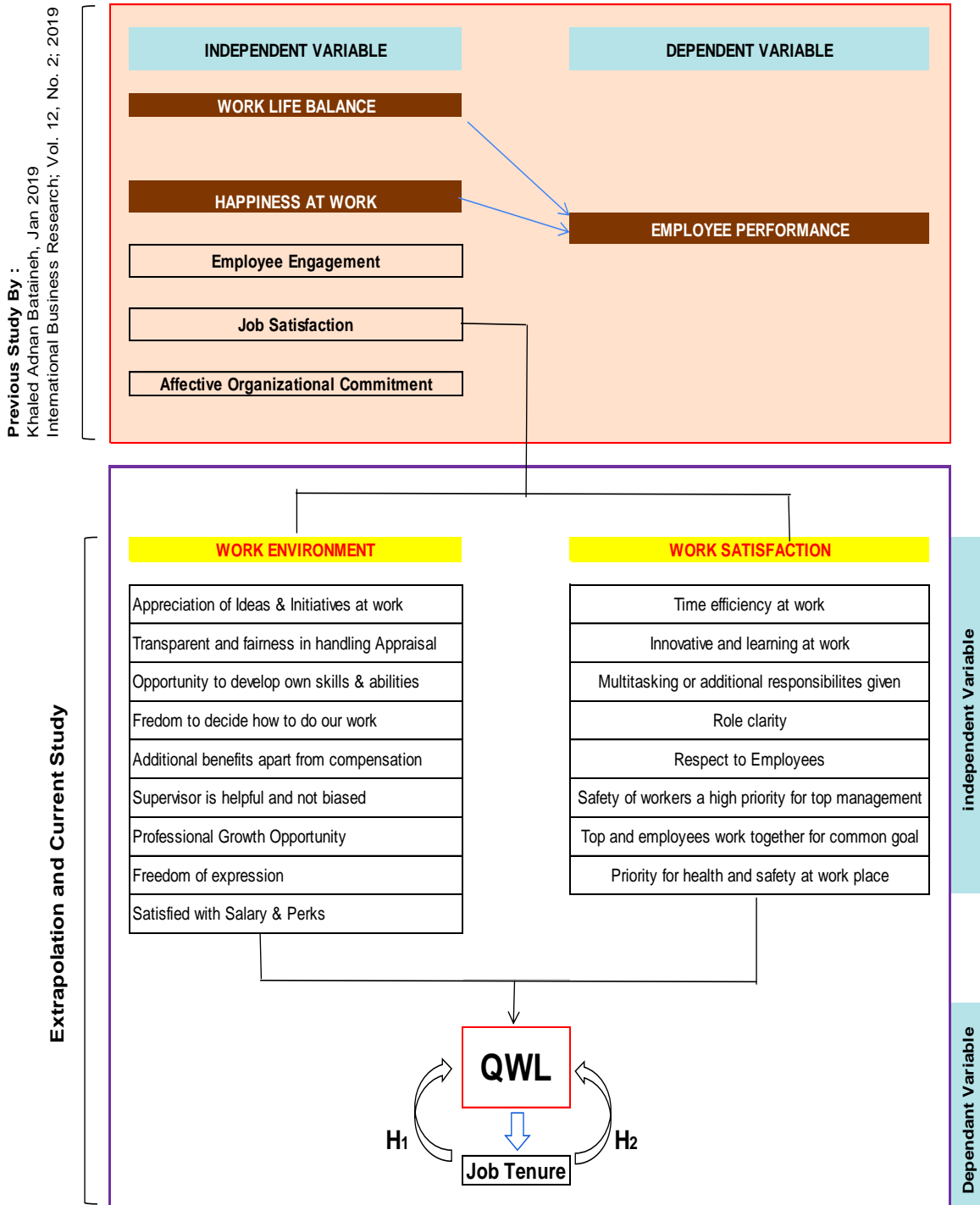
### Research Model

**Khaled Adnan Bataineh (2019)**, aimed to study relation of work life balance, happiness at work, on employee performance. The results indicated that work-life balance and happiness positively and significantly affect employee performance. However this study also stated job satisfaction has no impact in employee performance. This current study undertaken is an extrapolation of the previous research to identify the factors of quality work life and its impact on work tenure in healthcare Sector employees.

Literature on quality work life dimensions have been shown to have a significant impact on the job satisfaction and to the job tenure of the employees. The constructs used in this study by **Khaled Adnan Bataineh (2019)** were work life balance and happiness at work place. In the present study the independent variables like transparency in appraisal handling, freedom of expression, appreciation of ideas and initiatives, financial benefits, helpful and unbiased supervisor, work place safety, role clarity, respect and dignity at work place were tested for their relationship with over job satisfaction and quality work life of employees. In this study, apositivist approach that comprised the deductive analytical techniques as established by past researchers was taken to maximize the advantages of the analysis. Chi-square technique analysis will be used to test the hypothesis.

### Research objectives

- a) To identify work environment related factors in healthcare sector.
- b) To determine the factors attributing for job satisfaction of healthcare sector employees.



**Hypothesis**

As indicated earlier, this paper is examining the factors of job satisfaction and Quality work life and its impact on Job tenure of employee in healthcare sector, and therefore the hypothesis below are to be tested in this paper.

**H0:** There is no significant effect of work environment factors on the Job satisfaction and Quality work life of health care sector employees.

**H1:** There is a significant effect of work environment factors on the Job satisfaction and Quality work life of health care sector employees.

### Measurement

This study measures the factors of work environment and work satisfaction alongside the Quality work life and its impact on the work tenure of an employee in the organization. In gathering the information, various instruments were used in this study include past works, books, references, as well as periodicals; these are secondary sources. Meanwhile, the questionnaire has been chosen as the primary source of data gathering. The questionnaire was designed based upon on the extant literature. The responses on each item(related to the variables) are provided by the respondents using the five point Likert-scale where “1” means “strongly disagree”, “2” means “disagree”, “3” means “neutral”, “4” means “agree”, and “5” means “strongly agree”. The questionnaire used in this study contains 3 parts, whereby the first part covers items related to the demographic information of the respondents, particularly on their education background, levels of work, work experience, type of job. Meanwhile the remaining two parts relate to the variables, namely the independent variables and the dependent variables.

### Population and Sampling

The population chosen in this study comprises healthcare sector employees working at

different hospitals across the hierarchy levels and functions. Total of 54 employees who represent all healthcare sector were sought after to participate in the survey. These participants were picked upon the non-probability technique through the convenient sampling method. Each individual participant is considered as one sample unit.

## IV. DATA ANALYSIS

### Respondents Demographic Profile

Through demographic data, the key attributes of the respondents can be determined, and among the key attributes include education, work position, total work experience, all of which are the basic information of the respondents. The key attributes of the respondents in this study are presented in Table 1.

Category	Frequency	Percentage %
<b>Education</b>		
Diploma	1	2%
Graduation	16	30%
Post Graduation	37	69%
<b>Total Work Experience</b>		
Less than one year	6	11%
1 - 3 years	11	20%
4 - 7 years	12	22%
8 - 10 years	6	11%
Above 10 years	19	35%
<b>Work Schedule</b>		
Rotating Shift (Day/Night)	11	20%
Irregular Shift / On Call Duty	5	9%
Day Shift	36	67%
Afternoon Shift	2	4%
<b>Type of Employment</b>		
Part Time Employee	1	2%
Permanent Employee	27	50%
workers on contract basis	11	20%
Independent consultant or Freelancer	15	28%

Table 1. Demographic data for respondents

**Reliability & Validity**

A group of experts with the knowhow in the design of services sector questionnaires were approached to evaluate the questionnaire. Hence members from the Services sector and business administration department of the affiliated colleges of Rani Chennamma University evaluated the questionnaire. These members were chosen due to their expansive experience and therefore, they have the credibility in validating the questionnaire items. These experts also made suggestions and recommendations on certain items and accordingly,

amendments were made before the questionnaire was distributed.

**Description Analysis**

The Study variables are described in this section. Computation was made to determine mean and standard deviation for each dimension of the dependent and independent variable. The mean highlights the data's central tendency while the standard deviation measures the scattering of data which present an index of the spread or variability in the data.

**Table 2: Work environment related factors**

SI No	Work Environment related Factors	Total Score	Mean	Standard Deviation
1	Appreciation of ideas and initiatives at work	146	2.70	1.25
2	Chances of promotion are good and they are handled fairly	144	2.60	1.25
3	I have opportunity to develop my own skills and abilities	165	3.05	1.37
4	I have freedom to decide, how to do my work	160	2.96	1.22
5	I receive additional benefits apart from compensation	129	2.38	1.12
6	Supervisor is helpful and is not biased	147	2.72	1.31
7	Professional growth opportunity at work place	156	2.88	1.17
8	Freedom of expression at work place	153	2.83	1.26
9	Satisfaction with salary	146	2.70	1.28
10	Rewards and recognition at work place	140	2.53	1.22

**Table 3: Job satisfaction related factors**

SI No	Job Satisfaction Factors	Total Score	Mean	standard deviation
1	My job requires me to work quickly (Time Factor)	89	1.64	0.78
2	My job requires me to be innovative and keep learning	85	1.57	0.68
3	I do a number of things on my job apart from my job role	113	2.09	1.03
4	On my job, I know what is expected of me	83	1.53	0.5
5	At my job, I am treated with respect	97	1.79	0.83
6	Safety of workers is a high priority to management	101	1.87	0.95
7	Employees and management work for a common goal	99	1.81	0.99
8	Health and safety are a priority at my workplace	99	1.83	1.07
9	Working as a team or individual	69	1.27	0.45

### Work Environment and its influence on quality work life

The work environmental factors responsible for work life quality are mentioned in table 4.

**Table4:The work environmental factors**

S. No.	Work Environment related Factors	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	Total Score	Mean	Standard Deviation	Rank
1	Appreciation of ideas and initiatives at work	12	12	15	10	5	146	2.70	1.25	6
2	Chances of promotion are good and they are handled	12	13	15	9	5	144	2.60	1.25	8
3	I have opportunity to develop my own skills and abilities	6	14	13	13	8	165	3.05	1.37	1
4	I have freedom to decide how to do my work	10	11	14	9	10	160	2.96	1.22	2
5	I receive additional benefits apart from compensation	13	19	12	8	2	129	2.38	1.12	10
6	Supervisor is helpful and is not biased	6	21	13	10	4	147	2.72	1.31	5
7	Professional growth opportunity at work place	9	14	13	10	8	156	2.88	1.17	3
8	Freedom of expression at work place	8	14	15	13	4	153	2.83	1.26	4
9	Satisfaction with salary	11	14	16	6	7	146	2.70	1.28	7
10	Rewards and recognition at work place	11	17	14	7	5	140	2.53	1.22	9

Among the ten variable factors of health care work environment, the opportunity to develop their own skills and abilities (Mean Value 3.05) has influenced most of the employees to make a quality of work life. Freedom to decide on how to do their work has been accepted as the next important factor (mean value 2.96). Professional growth opportunity

at work place has scored as next influencing factor where the employees are provided facilities for career growth (Mean value 2.88). Freedom of expression has scored as the next important factor related to work environment with quality of work life (mean value 2.83).

### Work or Job Satisfaction and its influence on quality work life

**Table 5: Job satisfaction factors**

SI No	Job Satisfaction Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total Score	Mean	standard deviation	Rank
1	My job requires me to work quickly (Time Factor)	28	18	7	1	0	89	1.64	0.78	6
2	My job requires me to be innovative and keep learning	28	22	3	1	0	85	1.57	0.68	7
3	I do a number of things on my job apart from my job role	21	12	16	5	0	113	2.09	1.03	1
4	On my job, i know what is expected of me	25	29	0	0	0	83	1.53	0.5	8
5	At my job, I am treated with respect	24	18	11	1	0	97	1.79	0.83	5
6	Safety of workers is a high priority to management	22	21	9	0	2	101	1.87	0.95	2
7	Employees and management work for a common goal	25	19	7	1	2	99	1.81	0.99	4
8	Health and safety are a priority at my workplace	28	13	9	2	2	99	1.83	1.07	3
9	Working as a team or individual	28	13	9	2	2	69	1.27	0.45	9

Among the Nine variable factors of health care workers related job satisfaction, the opportunity to do a number of things on their job apart from the routine (Mean Value 2.09). Safety of workers a high priority to management is the next influencing factor for quality of work life (Mean value 1.87). Priority to health and safety at work place has been accepted as the next important

factor (mean value 1.83). Employees and management work together to ensure safest environment to patients has scored as next influencing (Mean value 1.81).

### Hypothesis Testing Results

The effect of job satisfaction and quality work life on the job tenure of an employee is the



focal point of this study. Chi-square statistical techniques were used in the study to test the established hypothesis.

**H0:** There is statistically no significant effect of work environment factors on the Job satisfaction

and Quality work life of health care sector employees.

**H1:** There is statistically significant effect of work environment factors on the Job satisfaction and Quality work life of health care sector employees.

**Table 6: Observed Values**

Job Tenure	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
Less than 6 months	0	4	1	0	0	5
6 months - 1 year	1	4	5	0	0	10
1 - 3 years	2	9	1	0	0	12
3 - 5 Years	1	3	1	1	1	7
Above 5 years	7	10	3	0	0	20
<b>Grand Total</b>	<b>11</b>	<b>30</b>	<b>11</b>	<b>1</b>	<b>1</b>	<b>54</b>

**Table 7: Expected Values**

Job Tenure	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Less than 6 months	1.02	2.78	1.02	0.09	0.09
6 months - 1 year	2.04	5.56	2.04	0.19	0.19
1 - 3 years	2.44	6.67	2.44	0.22	0.22
3 - 5 Years	1.43	3.89	1.43	0.13	0.13
Above 5 years	2.59	11.11	4.07	0.39	0.37

Note: the impact is statistically significant at level ( $\alpha \leq 0.05$ ).

Observed Value (O)	Expected Value E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
0	1.0	-1.0	1.0	1.0
1	2.0	-1.0	1.1	0.5
2	2.4	-0.4	0.2	0.1
1	1.4	-0.4	0.2	0.1
7	2.6	4.4	19.4	7.5
4	2.8	1.2	1.5	0.5
4	5.6	-1.6	2.4	0.4
9	6.7	2.3	5.4	0.8
3	3.9	-0.9	0.8	0.2
10	11.1	-1.1	1.2	0.1
1	1.0	0.0	0.0	0.0
5	2.0	3.0	8.8	4.3
1	2.4	-1.4	2.1	0.9
1	1.4	-0.4	0.2	0.1
3	4.1	-1.1	1.2	0.3
0	0.1	-0.1	0.0	0.1
0	0.2	-0.2	0.0	0.2
0	0.2	-0.2	0.0	0.2
1	0.1	0.9	0.8	5.8
0	0.4	-0.4	0.2	0.4
0	0.1	-0.1	0.0	0.1
0	0.2	-0.2	0.0	0.2
0	0.2	-0.2	0.0	0.2
1	0.1	0.9	0.8	5.8
0	0.4	-0.4	0.1	0.4
<b>Total Calculated Ch-square value</b>				<b>30.4</b>

**Table 8: Chi-Square calculated values**

Chi-square tests use the same formula to calculate the test statistic, chi-square ( $X^2$ ):

$$X^2 = \sum \frac{(O - E)^2}{E}$$

Where,  $X^2$  is the chi-square test statistic,  $\Sigma$  is the summation operator (it means “take the sum of”), O is the observed frequency and E is the expected frequency.

As per Table 7 the degree of freedom for the variables can be calculated:

Df = (No of Column-1) X ((No of Rows -1) is (5-1) X (5-1), Hence the degree of freedom is 16.

The Tabular value of chi-square at significant level ( $\alpha \leq 0.05$ ) with degree of freedom 16 is **23.3** which is lower than the calculated chi-square value 30.4 in Table 8. Thus the Null hypothesis  $H_0$  is rejected.

The outcome of the test of hypothesis is as follows.

**$H_0$ :** There is statistically no significant effect of work environment factors on the Job satisfaction and Quality work life of health care sector employees is rejected.

**$H_1$ :** There is statistically no significant effect of work environment factors on the Job satisfaction and Quality work life of health care sector employees is accepted.

Chi-square analysis calculations are showing a positive correlation exists between Job satisfaction (due to better work environment) and job tenure. This denotes that employees tend to work for a longer duration in an organization with better quality work life.

## V. FINDINGS AND DISCUSSIONS

The motive of this research was to identify the work environmental related factors which are related to the job satisfaction for an employee. Job satisfaction ultimately makes an employee perceive better quality work life and thus it has a direct correlation with the tenure of employee in an organization. The research findings revealed the fact that work environment factor viz, appreciation of ideas and initiatives by an employee, fair and transparency in performance appraisal, opportunity to develop the skills and abilities of employees, freedom to work, additional benefits apart from salary, helpful and unbiased supervisor, freedom of expression at work place have been influencing factor of Quality work life. Quality of work life is experienced with the job satisfaction attributes like innovation and learning during work, role clarity to employees, respect and dignity at work place, preference for health and safety of employees at work place has a positive feeling towards his or her job and its future prospects, is motivated to stay on job for a longer tenure and performs well. In this

study respondents have given favorable response on the job satisfaction, quality of work life and job tenure with higher expectations on respect at work, management involvement to achieve common goals, health and safety being a priority along with monetary compensations. The results are also showing that individuals who feel that higher the job satisfaction or the quality work life, they life had a longer tenure in organizations compared to the young employees.

## VI. IMPLICATIONS

This study was established from the applicable past work. Accordingly, a research model is presented to investigate the impact of job satisfaction and Work-life balance on the work tenure of employees as the extant literature is showing, there had been lack of studies on the subject in the context of Indian healthcare sector. Hence, aside from being an expansion to the theoretical development, this study is of value to management of healthcare sector and in the development and implementation of practices for the improvement of quality work life which is further related to employee performance and employee retention.

As can be deduced from this study's managerial implications, several recommendations can be derived for the perusal of managers of organizations, particularly those in healthcare sector in order to encourage longer work tenure through quality work life as these will consequently improve employee performance and loyalty. Accordingly, more attention should be given to life quality elements which are known to impact employee retention. These elements are additional monetary benefits, rewards and recognition to employees, health and safety given priority at work place.

## LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

There are a number of limitations that this study needs to highlight in order that the validity of future research findings could be increased. First and foremost, this study was conducted within a very limited time frame which imposed restriction on the number of questionnaires distributed. Hence, if future study could be executed within longer time period, more questionnaires could be distributed which means that sample size would be bigger, and hence, increasing the generalizability of the study outcomes to the population. Also, since the focal point of this study was healthcare sector only, other organization were not considered. Hence, future study could be conducted in other types of

organizations as to enrich the body of knowledge more by using other techniques such as case studies in order to increase the accuracy of the outcomes particularly with respect to the conjectured relationships

## VII. CONCLUSION

Employees are not only the strength but also intangible assets of an organization and need to be treated with dignity and respect for their sincere and hard work. Management should adopt a positive work environment through various resources, practices and process for the employee job satisfaction which is a participatory outcome to quality work life. A quality work life results in longer job tenures with higher productivity and thus arrest the employee attrition level. This study has shown that in order to keep the employees satisfied with the job, the organization must provide a conducive climate to enhance their skills and abilities, freedom of expression, opportunity for career growth, priority for employee health and safety and additional monetary benefits makes an employee not only happy but prefers a longer tenure in that organization.

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