Impact of Quality of Work-Life and Organizational Motivation
A Comprehensive Case Study

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Abstract: Several case studies have been written which reflect upon how various organizations ensure that their employees have a proper work-life balance and employ various strategies in order to ensure that their employees are highly motivated while on the job in order to warrant complete efficiency of operations and performance. The environment is ever-changing, and firms need to constantly adapt to various situational factors to maintain both the quality of the work-life balance of the employees as well as their motivation. The purpose of this paper is to understand the methods implemented by a top hospital which enables it to keep their employees satisfied and help maintain their work-life balance. The hospital faced many adversities including the effects of Covid-19. They took several measures and made numerous changes in their organizational policies to adapt to the situation for the benefit of their doctors and other staff and remained at the top of its game even post-pandemic.

Index Terms: Quality of work life, motivation, organizational behaviour, correlation, pie charts, bar graphs, hospital

I. INTRODUCTION

Quality of Work Life (QWL) measures the extent to which an employee is satiated with the balance between their personal and professional life while participating in organizational activities with the aim to achieve the goals of the organization. Louis and Smith (1990) research identified the importance of Quality of Work Life in reducing employee turnover and employee well-being impacting the services offered.

The Quality of Work Life is a phrase covering all the aspects of a person's professional life including working conditions, relations with his co-workers, economic rewards and benefits, security of job and employment and scope for growth and advancement in a person's career which is integrated with certain matters of their personal life such as the amount of leisure time, vacation days etc. It is the quality of work environment offered to a person that in turn gives an employee a balance between the quality of life they have in their professional life and personal life that ensures that they achieve not only organizational goals efficiently but personal goals too.

Organizational motivation, on the other hand, is "the level of creativity, energy, and commitment that the workers of an organization possess while doing their job." The main concern for the management of any company is to focus on motivating employees in order to ensure high efficiency of operations to meet the goals (both short-term and long-term) of the organization. Efficient organizational motivation leads to the creation of a well-articulated work culture and environment that ensures that the business strategies are met efficiently.

Although having their own impact on employees and their performance individually these two areas of an employee's professional life are completely interlinked with each other. The quality of work life provided plays an important role in creating a work environment where employees feel motivated to work as well as uplift and motivate their peers to achieve individual and organizational goals.

With the aim of understanding both Quality of Work Life and Organizational Motivation from both the organizational and human resource point of view, questionnaires have been circulated for each of the aspects amongst the employees from different departments at The Hospital and a personal interview has been conducted with a member of the human resource department.

This reputed private hospital was established in 1978. The hospital meets high standards and is equipped with the latest technology and equipment to provide medical care. With a team of highly qualified surgeons and nurses, the consultants at the hospital are prepared to tackle any sort of medical emergency and undertake any necessary medical procedure in order to save the lives of their patients.

Although The Hospital has several competitors, it remains at the top of its game by providing outstanding healthcare, having a team of over 300 highly qualified consultants as well as a team of well-trained, approachable and respectable staff. The hospital is always sanitary and there is a large volume of beds to cater to a number of patients.

II. RATIONALE FOR THE STUDY

We selected quality of work life and organization motivation as our research topic so as to understand the relationship between the two as well as their importance individually to lead to the efficient use of tangible and intangible resources by the organization. Furthermore, this area has seen a lot of changes in recent years due to the Coronavirus pandemic. With everything around us changing at a fast pace the expectations of employees have also changed with changing times. Pre-pandemic in India the employees mainly considered There is much to be gained from studying how other countries that are doing better than us are managing the work-life balance. Compared to India, Japan's Quality of Work Life is better. This is because Japanese companies believe in

continuous improvement and provide their employees with job stability and decent employee perks, which in turn improves the Quality of Work Life of Japanese people.

"Increasing Quality of Work Life" has been defined differently over time. Nowadays, it not only encompasses giving financial incentives and perks but emotional and mental well-being are also now taken into consideration. In today's ever-changing business world, employers face the challenge of attracting and retaining top talent. Quality of Work Life has a direct impact on employee productivity, motivation and satisfaction. By understanding how the Quality of Work Life affects a company's ability to retain and utilize its employees, it can be learnt how to improve productivity, motivation and satisfaction in the workplace.

The continuous rise in the standard of living has corresponded with a higher expectation for a better quality of life. This trend has spread to the workplace, where employees now want more than just a pay check. Things such as a good work-life balance, interesting and fulfilling work and positive company culture are now significant factors in determining employee satisfaction.

The importance of Quality of Work Life in relation to company performance is what inspired us to take it as our topic of research. We believe that by doing this research, we can help contribute to a greater and better understanding of the importance of Quality of Work Life. There are several factors that contribute to the Quality of Work Life and it is important to understand how these factors can impact the company's performance.

III. EFFECT OF THE COVID-19 PANDEMIC

The Covid-19 pandemic pushed the boundaries of the healthcare industry and as a result, hospital beds and ICUs were overcrowded, due to issues such as the risk of personal infection, the loss of close family members etc. As the healthcare sector continued to provide their services throughout the pandemic, the employees were faced by tough situations in their work environment on a daily basis.

After working so hard for people, many healthcare workers were forced to live apart from their loved ones as well as from the general population. This only made loneliness worse. In addition, many of these workers did not receive their normal salaries because of things like electoral processes, outpatient clinics, the closure of colleges and delayed degrees made things worse which prevented students from being taught in these institutions apart from this quality of education was not at par due to online mode of learning.

Healthcare workers had to deal with a lot of issues on one hand they had to deal with their own co-workers problems on the other hand they had to choose between working in risky situations or losing their wages, which made it harder to treat serious COVID-19 because there were no specific medications available for them. Care providers have to make decisions while managing their emotions on the other end of the spectrum.

WHO estimates that between 80,000 and 1,80,000 health and care workers could have died from COVID-19 in the period between January 2020 to May 2021, converging to a medium scenario of 1,15,500 deaths (World Health Organization, 2021).

Due to the fundamental character of the health industry, burnout and psychological stress cannot be completely prevented. Studying and evaluating the many aspects will help the situation be better. By identifying the shared psychological traits among the depressed and anxious in the healthcare sector related to caring for Covid-19 patients, we can de-stigmatize work-related mental health difficulties and address all the mental health needs of the people working in this healthcare society during and after this Covid-19 pandemic. Last but not least, we wish that the Covid-19 pandemic will result in a rethinking of the idea of key support to workers by providing them with appropriate training, health care resources, and adequate compensation.

IV. OBJECTIVES

Quality of Work Life is the existence of a certain set of organizational conditions or practices. This definition frequently argues that a high quality of work life exists when democratic management practices are used, employees' jobs are enriched, employees are treated with dignity and safe working conditions exist (et al., 2014). As a result of the level of quality of work life provided to the employees the level of motivation in them shows effects.

Through this paper, the authors intend to measure the quality of work life and organizational commitment of employees at The Hospital through a series of questionnaires and surveys by analyzing their responses in terms of both organizational behaviour and human resource management. This report intends to give an insight into the work life of frontline employees in the medical field and further examine the relationship between quality of work life and organizational motivation. By assessing the employee work environment and the organization's motivation towards achieving set goals and objectives, a relation between the two factors can be interpreted. This further can be used to determine the employee's perception of a healthy work-life balance with respect to the organization. The scope of this study includes include compensation, health and safety, job security and design, social relevance and scope for better opportunities. The study seeks -

- To observe the organization's ability to employ highly skilled workers and to provide them with a good quality of work life that in-turn would encourage them to work towards achieving personal and professional goals
- To understand the employees and organizations interdependence and the latter's role in improving the employees' social index
- To try and assess if the balance in work life provided by an organization has a direct/indirect impact on the efficiency of the organization as a whole

The existing literature discusses, in brief, the affiliation between QWL and the qualitative metrics of performance. This study hopes to contribute to an understanding of how top management should work towards trying to ensure that there is a fit between the employees' social needs and the organization's professional needs while maintaining a good work environment and employee motivation.

V. LITERATURE REVIEW

Organizational commitment refers to the members' attitudes toward their organization. A company cannot develop optimally if it is not fully supported by qualified and advanced human resources within the company (Tang & Vandenberghe, 2022). It is an important factor in determining the absenteeism and employee retention of the organization. Low employee retention means high

employee turnover of the company at the expense of time and cost for the company as they have to go through the same process of recruitment, selection and training. Today's business world is very dynamic wherein the strategic business planning of firms involves inputs from all staff for which their commitment and loyalty is required. However, finding suitable talent is not an easy task and neither is retaining them, By ensuring employees' commitment to the organization, there can be huge reductions in costs and time lost (Gogoi & Gogoi, 2022).

Generation Z, the youngest generation is steadily entering the workforce with an entirely unique perspective on careers and workplace norms. Employers need to embrace this generation cohort and use their strengths while providing meaningful work (Aggarwal et al., 2022). Company spends huge amount on employee training program but dissatisfied employee will leave the organization and may join the rival company which is not good in any situation given training have already been provided. To prevent this company often create a contract between the employee and the organization at the time of selection, also called as employee bond under which the employee won't be allowed to leave the organization within the stipulated tenure is completed with the organization, which again creates a psychological and emotional barrier in their mind as they get bind to a contract.

There are various studies conducted in this field to find the reasons for the dissatisfaction and poor performance amongst the employees. One study indicate that there is an influence of organizational culture on employee performance, organizational commitment is able to mediate the influence of organizational culture on employee job satisfaction (Simbolon & Priyonggo, 2022).

Another study revealed that the relationship between Authentic Leadership and Affective Organizational Commitment is fully mediated by Workplace Psychological Safety (C. S. & Narasimhan, 2022). Supervisor narcissism also negatively influences subordinates' extra-role performance. Subordinates' affective organizational commitment also mediates the relationship between supervisor narcissism and extra-role performances (Wang et al., 2021).

Scholars have argued that when companies ingrain CSR activities into their strategy-making process (i.e., in their vision, mission, and overall business model), this might send a more compelling message that resonates closer to workers' personal standards, and actually enhance employee-level outcomes. Nevertheless, there is no certainty "if" and "how" these evaluations could affect employees' organizational commitment (Rodrigo et al., 2019). Firms are increasing their efforts to offer benefits that satisfy their employees however, the attitudinal and behavioural consequences of such satisfaction remain unclear (de la Torre-Ruiz et al., 2019).

Few studies have examined whether the relationship between employee perceptions of an organization's HR practices and work-related attitudes such as organizational commitment is moderated by age or career stage. The results show that the oldest nurses and those who had the longest organizational tenure were most affectively committed to the organization and had the highest rate of intention to remain at their current workplace (Salminen & Miettinen, 2019).

Quality of work life is the survey, conducted by The National Institute for Occupational Safety and Health (NIOSH) which measured the work life and work culture, if it is suitable for the worker's mental health and safety. It also establishes the benchmarks for future studies and surveys. Many studies have been conducted for the health safety and preventive measures from the above survey. One such study identifies different working conditions and standards of occupational safety and health (OSH) in relation to the employment status and interpret them as a symptom of increasing labour uncertainty (Becker & Engel, 2018).

Another study was conducted in U.S. in healthcare sector that more than 40% of healthcare professionals continued to work with an influenza-like illness during the 2014-15 flu season ("Health Professionals Continue to Work With Flu Symptoms, Survey Says.," 2018). Therefore, it became very important for any organization to maintain appropriate work-life balance of its employees and proper mental health to retain them for longer time and yield higher productivity from them. These findings are also consistent with existing recommendations for tackling musculoskeletal disorders (MSDs), which emphasize the importance of tackling the physical work environment, the structural/ organizational environment, and the psychosocial domain (Whysall et al., 2006)

Abstract although organizational commitment has been discussed frequently in organizational psychology for almost four decades, few studies have involved software professionals (Paul & Anantharaman, 2004). A study in India reveals that HRM practices such as employee-friendly work environment, career development, development oriented appraisal, and comprehensive training show a significant positive relationship with organizational commitment (Paul & Anantharaman, 2004).

A study was conducted by (Goyal & Babel, 2015) in order to identify specific challenges and obstacles with work-life balance in the banking industry and to provide solutions. In India, the banking system is still in its infancy, and the entry of private sector and international banks has resulted in a number of significant changes. The threat of a work-life imbalance is palpable in the banking industry, bank workers work tirelessly to meet their clients' diverse needs. Individual jobs are being loaded and supplemented with high-quality output, and work deadlines are getting closer together (Goyal & Babel, 2015). Because of workplace pressures, it is difficult to strike a balance between work and family life.

Work-life balance, says Nigel Marsh (TED, 2011) is too important to be left in the hands of your employer; Marsh lays out an ideal day balanced between family time, personal time and productivity; He made four observations about work-life balance, First, acknowledging the reality of the situation you're in and that going to work on Friday in jeans and T-shirts isn't really getting to the nub of the issue. Second, we need to face the truth that governments and corporations aren't going to solve this issue for us. We should stop looking outside, It's up to us as individuals to take control and responsibility for the type of lives that we want to lead. Third, we have to be careful with the time frame that we choose upon which to judge our balance. And the fourth observation was that we need to approach balance in a sensible way in order to achieve equilibrium.

VI. METHODOLOGY

Research methodology is important when conducting surveys because the correct method can result in valid and reliable data. There are several different research methodologies, each with its own benefits and drawbacks. The most used research methods are the survey method and the case study method.

This study used the survey method to get a broad range of information from related populations. The survey method is the preferred choice because it allows for greater coverage, flexibility and convenience when gathering data on related populations or events.

For the survey, data was collected from 50 - 52 employees of the company over the span of 3 weeks, from 20th August to 10th September 2022 for the motivation and QWL questionnaires respectively. The employees were asked a series of questions related to their dedication to the company and their thoughts on the company's policies regarding the quality of work life. The employees filled out survey forms and then an interview was conducted with a senior person in the HR department of the hospital to get a more accurate picture of the company's culture and understand the employer's perspective.

We used a convenience sample procedure that relied on random selection. To make sure the questionnaire was completed, we identified a contact person in the organization and our team later validated it. In order to get the most accurate results from the questionnaire, we filtered out any questions that were not relevant. The quality of work-life questionnaire had a total of 40 questions and the organizational motivation questionnaire had 25 questions. A five-point scale was used to measure responses, with 1 being "strongly disagree" and 5 being the highest, "strongly agree".

The goal of the study was to find out how much the employees cared about the company and how much they thought their work affected the company's performance, along with how important are the benefits and balance between work and personal life provided by the company to them and thus indirectly their performance. What makes this assessment innovative is that it looks at both the subjective and behavioural components of workers' quality of work life. Considering different types of individuals (based on the type of activity they perform) with different needs and wants.

We created two different questionnaires for collecting data: The first questionnaire was designed to collect data on various aspects of an individual's quality of work life. This covered topics like the work environment within the organisation, the firm's policies, and the employee appraisal program. The second questionnaire was about how dedicated employees are to company performance, including questions on their attitude, the type of employment contract employees is being offered, and what qualifications the employees have.

In both questionnaires, Likert scales (ranging from 1 to 5) were used to assess respondents' level of agreement with a set of statements in each question.

VII. ANALYSIS AND DISCUSSION

### Analysis of Quality of work life in The Hospital

The results from the questionnaire have resulted in numerous findings. Figure 1 shows the quality of work life for the employees of the hospital, it shows the result such that it reflects that out of the 52 responses, about 55.8% of the employees are males and others are females. Moreover, this reflects that in the organization men may be more in number as compared to women on the job.

**Figure 1 Responses based on gender for the quality of work life**
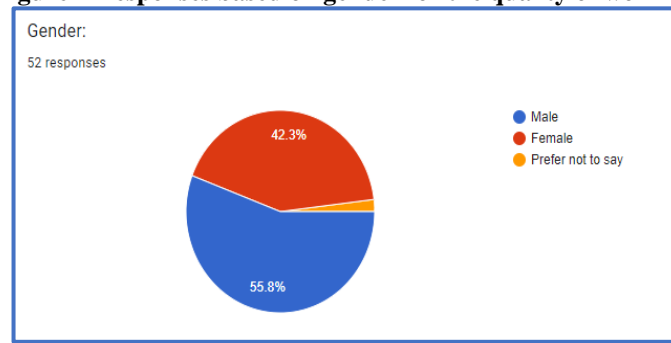
Moving on, figure 2 shows the years of work experience of the population. This data showed a result that almost 46.2% of the employees have more than 20 years of work experience. This suggests that the organization is not only able to recruit an extremely skilled workforce but also retain them in the organization for so many years. Also, it shows that as the industry is of medical wellness the higher experience and knowledge among the doctors and nurses helps result in better performance of the organization.

Figure 2 Shows the years of experience of the employees for the quality of work life
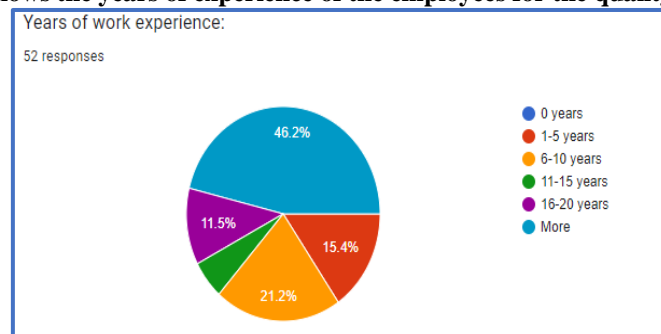
The graph below in figure 3 shows the result of a question regarding how motivating the employees find their organization, such that out of the 52 responses about 29 respondents suggested that they strongly agree that the environment of work is good and highly motivating. This implies that the organization shall indeed see a lower turnover and the hospital shall incur a low level of expenses to retain employees.

Figure 3 Shows the chart of the responses of employees to Question 1

1) My company's work environment is good and highly motivating.
52 responses
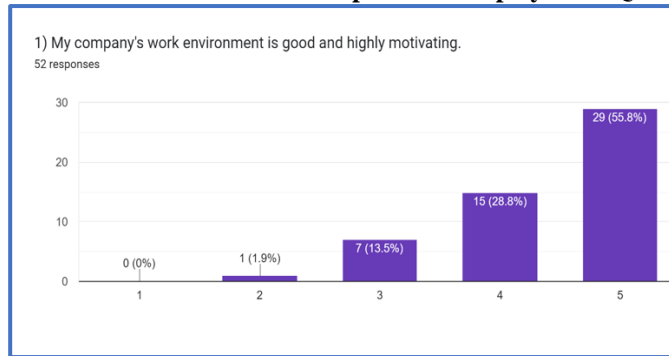
Along with this, from figure 4 we can infer that on average 15 employees believe that it is difficult for them to take care of personal or family matters. This could be due to the fact that their work is hectic and have long working hours. Also, this reflects the quality of work life which is demonstrated as a poor one and this sector of business does not consider a lot of social connections to happen.

Figure 4 Shows the bar chart of the responses of employees to Question 2

2) It is hard to take time off during our work to take care of personal or family matters.
52 responses

Figure 5 shows that most employees believe that they are being given sufficient opportunities to develop their intellectual self. This is good for them and suggests that their needs are being catered to.

Figure 5 Shows the bar chart of the responses of employees to Question 3

3) My company offers sufficient opportunities to develop my own abilities.
52 responses
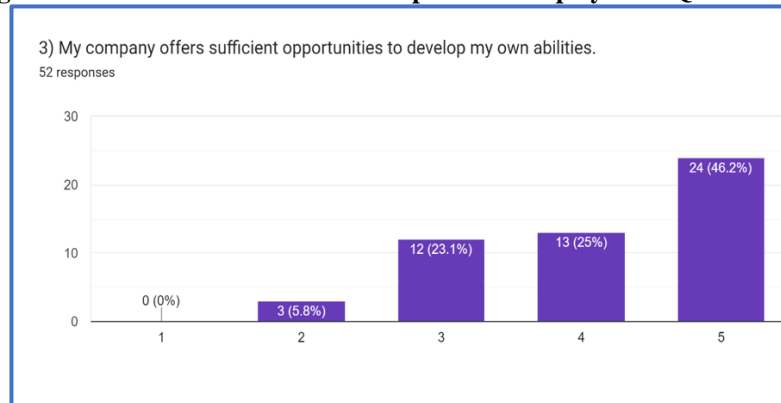
Moreover, when understanding The Hospital's monetary perks through figure 6 we see money as a means for comparing the quality of work life then we understand that out of 52 employees about only 2 employees are not satisfied, and rest are mostly satisfied or unaffected.

Figure 6 Shows the bar chart of the responses of employees to Question 33

33) My earnings are fair when compared to the others doing the same type of work in other companies.
52 responses
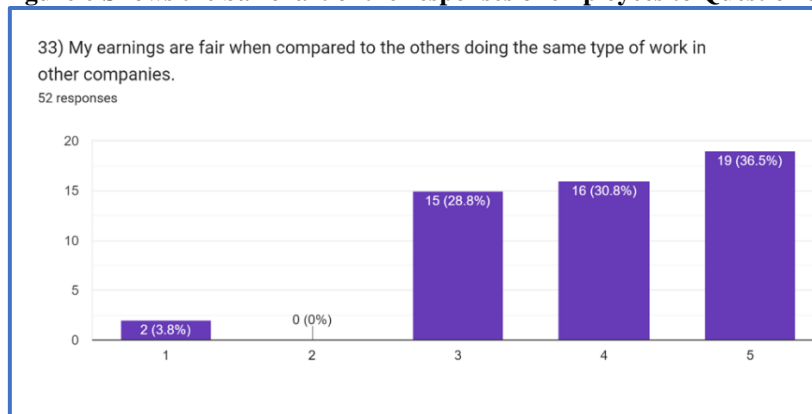
Nevertheless, from figure 7 we can infer that about 36.5% of the workers find the job stressful which indicates the high level of stress and dedication needed while doing the job which indicates emotional pressure and dissonance.

Figure 7 Shows the bar chart of the responses of employees to Question 37
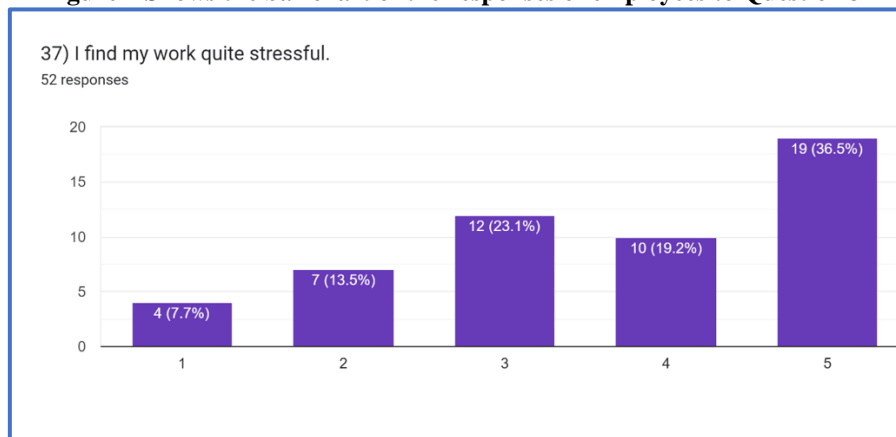
Furthermore, for the same set of questionnaires a correlational matrix was performed by combining the data of similar theme and comparing the results. Figure 9 shows the co-relational matrix performed with the help of Excel. It shows that work organization culture and climate have a relation of 66.8% with the work environment. It simply means 1% change in organization culture and climate have a positive impact of 66.8% on the work environment of the employees. Moreover, we can infer that organization culture influences the relation and co-operation of employees by 74.0 % which tells us that there exists a moderate positive relation between the variables. Furthermore, we can see that compensation and rewards have 76.18 % relation with the trainings and development being done in the hospital. Along with this, the job satisfaction of the employees has strong positive association with the facilities being provided i.e., it is of 83.9%. Job satisfaction has very weak relation with the autonomy of work which means employees like to work in teams. This correlational matrix helps in identifying the key themes in the questionnaire and helps in identifying which variable of work has impact on which and by what extent.

Figure 8 Shows the dimensions for the quality of work life questionnaire

Sr. No.	Dimensions in Quality of Work Life Questionnaires	Question number from questionnaire
1.	Work environment	1,2,3,4,5
2.	Organisation culture and climate	6,7,8,9,10,11
3.	Relation and co-operation	12,13,14,15
4.	Training and development	16,17,18
5.	Compensation and rewards	19,20,21,22,23
6.	Facilities	24,25,26,27,28
7.	Job satisfaction and job security	29,30,31,32,33,34
8.	Autonomy of work	35,36,37,38
9.	Adequate of resources	39,40

Figure 9 Shows the co-relation matrix of the quality of work life questionnaire

	Work Environment	Organisation culture and climate	Relation and co-operation	Training and development	Compensation and rewards	Facilities	Job satisfaction	Autonomy of work	Adequacy of resources
Work Environment	1.000								
Organisation culture and climate	0.668	1.000							
Relation and co-operation	0.505	0.740	1.000						
Training and development	0.594	0.710	0.750	1.000					
Compensation and rewards	0.558	0.756	0.765	0.762	1.000				
Facilities	0.495	0.672	0.694	0.764	0.765	1.000			
Job satisfaction and job security	0.570	0.697	0.722	0.783	0.839	0.839	1.000		
Autonomy of work	0.309	0.459	0.591	0.434	0.523	0.642	0.534	1.000	
Adequacy of resources	0.519	0.575	0.617	0.675	0.688	0.740	0.719	0.641	1

Analysis of Organizational Motivation in The Hospital

The responses gathered from employees from the organizational motivation have helped give insights and understanding on not only how the employees feel towards the organization but also how motivated they are to turn up to work on a daily basis.

50 employees at The Hospital filled in the questionnaire on "Organisational Motivation". Figure 10 shows the gender dynamics of the respondents of the questionnaire. A larger proportion of males have filled the form. While 56% of the respondents were males, 46% were females.

Figure 10 Shows the responses based on gender for the organizational motivation questionnaire
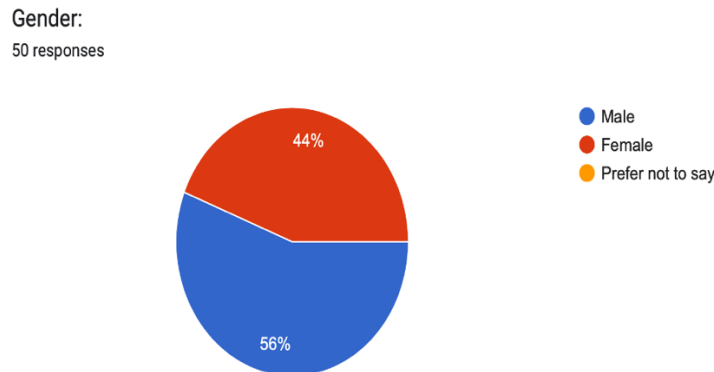

Figure 11 shows the percentage distribution of the number of employees that have filled in the questionnaire with respect to the number of years for which they have worked at The Hospital. As seen in the figure, the largest percentage of respondents have been working at the hospital for more than 20 years. This could be a reflection that the employees have a good quality of work-life balance. It indicates that the employees are highly motivated to work in the organisation as they have opted to continue working in the organisation for so many years and are continuing to work at The Hospital.

Figure 11 Shows the years of experience of the employees for the organizational motivation
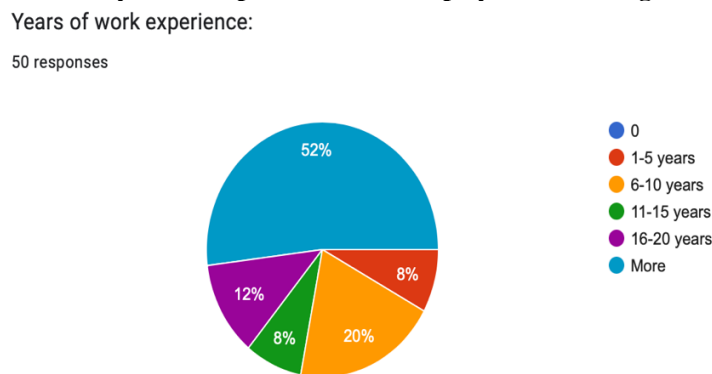
The bar charts above shows that the employee's feel appreciated in their worth in the organisation when they partake in the decision-making process. The consultants and staff at The Hospital have developed and cultivated both inter-department and inter-personal relationships in such a manner as would motivate employees to feel a part of the hospital's family and important organs in the whole system that smoothly runs the cogs of the machines that define the day-to-day functioning of the hospital.

It is vital for managers to realize that employee engagement and productivity across the hospital looks beyond salary and perquisites. The employees need to feel important to the team, entrusted with high level secrets, empowered to take decisions, mentored appropriately and allowed to give feedback, both positive and negative.

Figure 12 Shows the responses of employees to Question 1 and 2 for the organization commitment questionnaire
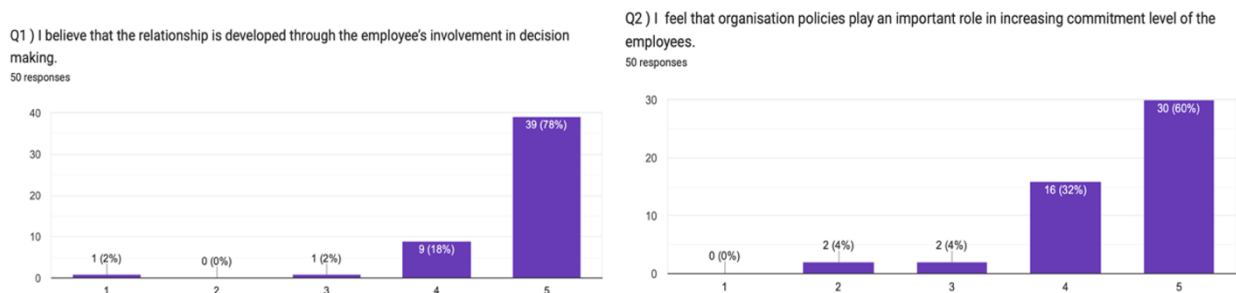
The employees of The Hospital by general consensus appear self-motivated and self-driven to rise over and above the call of duty, prioritize their work, putting in longer hours of duty without complaint or a second thought.

All the staff want to be heard without breaking the code of confidentiality, the management strives inform, empower, clear rumours and keep all staff informed about various happenings and decisions so as to build both trust and productivity.

Figure 13 Shows the responses of employees to Question 3,4,13,14 for the organization commitment questionnaire
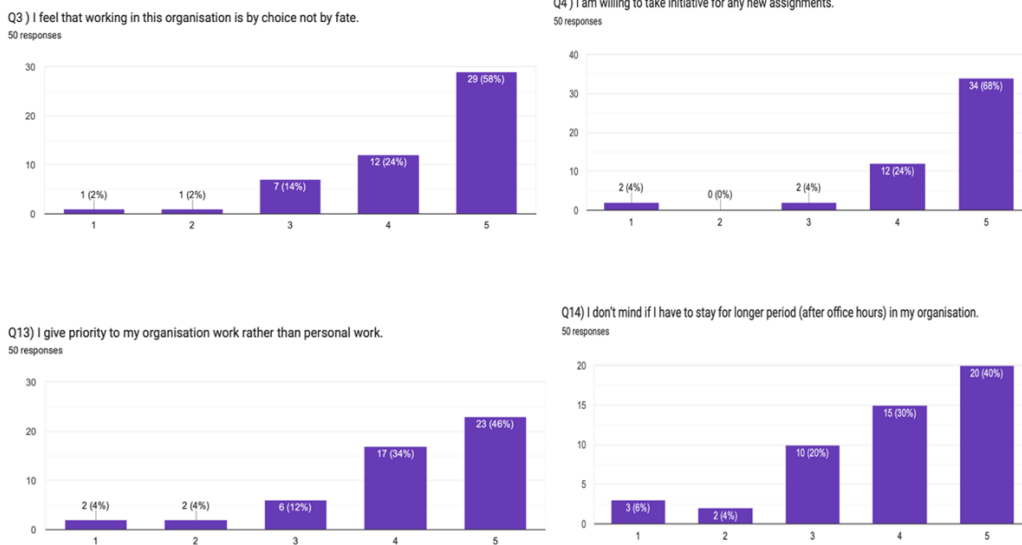
The hospital seems to have achieved a strong sense of camaraderie amongst its staff and managers through the human resource policies and procedures already put in place. When employees feel valued, it builds both on self-worth and self-esteem which drives loyalty, morale and effort. As a result of various human resource mechanisms in place, the various departments work more collaboratively, take cognizance of their differences, work on building smoother relationships and in this way both the culture of the Hospital and its productivity as well as its standing as a hospital of repute increases.

Figure 14 Shows the responses of employees to Question 5,6,7,8 for the organization commitment questionnaire
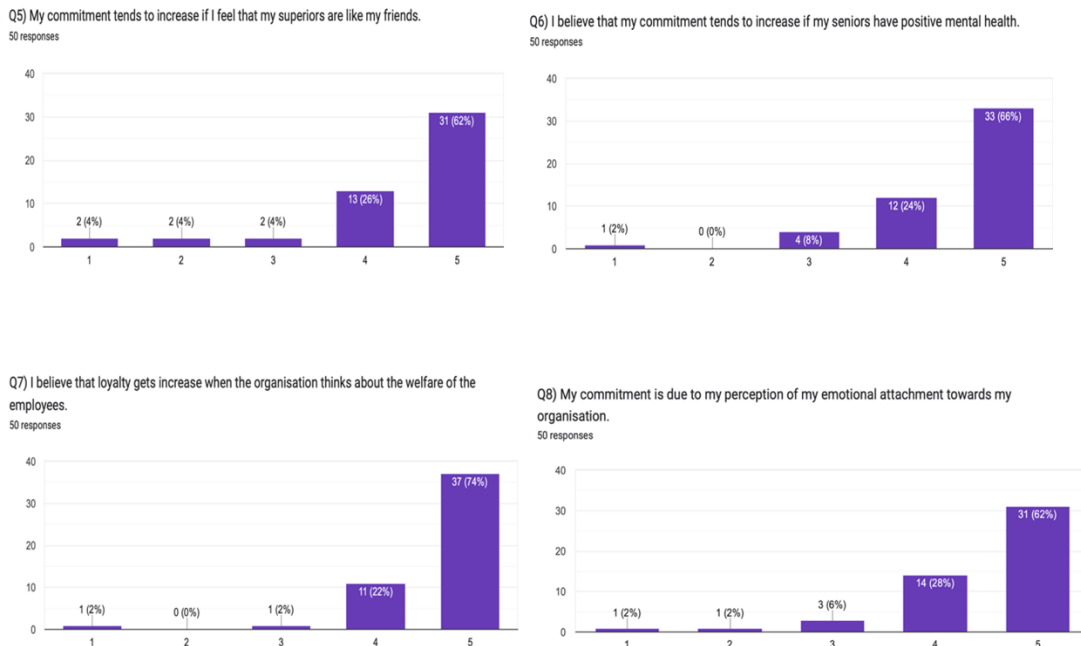
As seen below, employees prefer flexibility and good working conditions as well as attractive compensation. High level of satisfaction among healthcare workers with their occupation and their work is difficult to achieve in view of the enormous work pressure involved.

The management at The Hospital views this from the standpoint of not only the hospital but also the psychological stress and the physical health risks incurred by the staff as well as patient contact.

Figure 15 Shows the responses of employees to Question 9,10 for the organization commitment questionnaire

The hospital attempts to minimize overtime so as to allow the staff a work-family-social life balance as well as opportunities to unwind. Burnout which can be felt first by way of emotional exhaustion then through an impersonal/ indifferent response towards instruction and finally reduced competence in the workplace is alleviated by creating a sense of team, paying heed to competence, supervision and stabilizing work pressure stress through family/social networking organized through the hospital. Physical health risk caused by long hours of standing, walking and lifting patients is alleviated through better facilities and upgradation of equipment.

A high job satisfaction based on intrinsic motivation compensates for certain shortfalls in working conditions despite the best efforts of the hospital and translates from the attitude of the employees seen below.

Figure 16 Shows the responses of employees to Question 11,12,15 for the organization commitment questionnaire
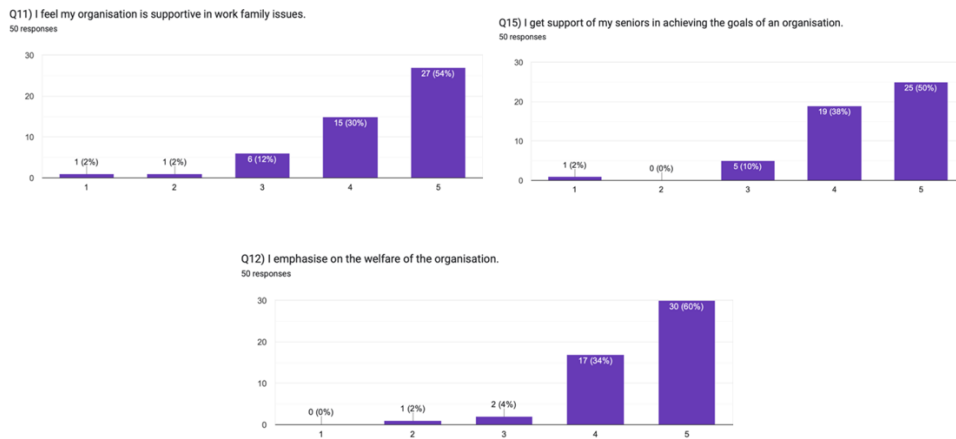
A happy employee translates to lower employee turnover because they tend to identify themselves with the organisation better. This improves morale, reduces cost of hiring, training, increases overall productivity, reduces cost and produces a better patient experience.

Consistent staff changes hurts the workplace. Employee retention helps build a team of dedicated, confident staff who enjoy seeing long term success and payoff for their hard work, develop better working relationships and contribute more to the Hospital's culture.

Figure 17 Shows the responses of employees to Question 17,18 for the organization commitment questionnaire
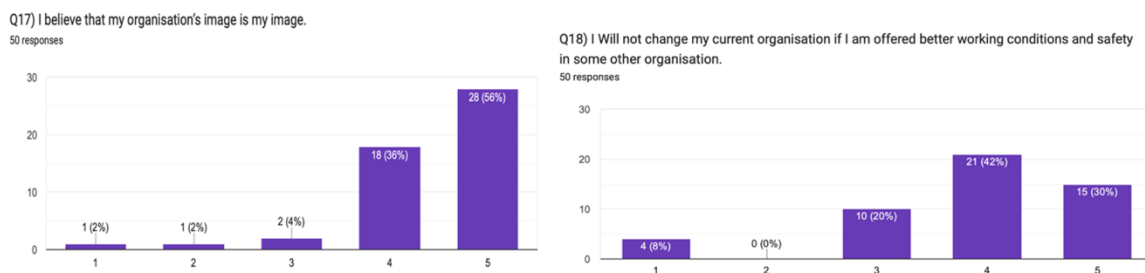
Figure 18 Shows the years of experience of the employees for the organizational motivation

	Relationship with seniors	Organisation loyalty	Emotional attachment to organisation	Personal life balance	Relationship with peers	Work environment
Relationship with seniors	1.000					
Organisation loyalty	0.549	1.000				
Emotional attachment to organisation	0.695	0.775	1.000			
Personal life balance	0.682	0.804	0.746	1.000		
Relationship with peers	0.708	0.549	0.726	0.630	1.000	
Work environment	0.731	0.600	0.829	0.631	0.694	1.000

Primarily, the use of Figure 18 in the study shows the co-relational matrix of organisational motivation of the employees. It reflects that there are about 6 variables that are noted and have a relationship with each other. Organization loyalty and the relationship employees have with their seniors has an association of 54.9%. Moreover, emotional attachment to the organization and organization loyalty has a relation of 77.5%, which shows that more emotionally attached workers have high loyalty levels. Along with this, personal life balance and organizational loyalty shows about 80.4% relation which implies a strong relation between the two variables. Furthermore, work environment is affected by relationship with peers by 69.4%. The overall overview of this table implies that on an average workers have weak association with one factor to the other.

Figure 19 Shows the dimensions for the organization commitment questionnaire

Sr. No	Dimensions in Organizational Commitement Questionnaire	Question number from questionnaire
1.	Relationship with seniors	1,2,3,5,6
2.	Organisational loyalty	3,7,18,20,23
3.	Emotional attachment to organisation	8,12,16,17,19
4.	Personal life balance	4,11,13,14,21,24
5.	Relationship with peers	22,25
6.	Work environment	9,10

Human Resource Interview Analysis

Growth, human capital management and staffing are every business's top priority. The addition of patient outcomes increases the importance of HR for healthcare professionals. Large hospital systems, small dentists, physician offices and everything in between make up the spectrum of healthcare institutions. For many, the challenges regarding the implementation of proper HR protocols are constant, no matter how great or small.

Recruiting nurses and doctors is just one task performed by a healthcare HR expert. Furthermore, the recruitment procedure gets more difficult when patient care and safety are also taken into account. To prevent issues and potential liability, comprehensive and stringent background checks are constantly carried out by the HR in healthcare systems. From doctors to entry-level positions a wide range of applicants are reached out to by the HR to interview, manage and employ. Another duty of HR is to oversee required continuous training, recertification, and reinstatement.

Hiring is a huge challenge faced by healthcare businesses, considering the current state of the market and more on due to the difference between processes in the healthcare industry as compared to other areas of business the applications of various HR processes may not see its effect here.

Further to understand how HR techniques are employed in hospitals, an interview with a senior person in the administration department of The Hospital was conducted to get a better in-depth and hands-on understanding of implemented HR processes. Further, the interview focused on two areas mainly the quality of work life of the frontline workers and then its impact on the motivation of the institution.

Starting with understanding the recruitment and selection process followed by them. Similar to any other business they too first filter out possible candidates from all applicants. This is followed by an interview and then a final round. But the main difference unlike a normal corporation is that there are that two areas while hiring an employee that are given huge importance.

The first is the stability of tenure. Recruiting, hiring, and training front-line employees and those such as doctors, nurses and OT staff is a lengthy process and once recruited it is extremely important to retain them. Moreover, long-term, and regular patients who have been consulting a particular doctor would prefer to have that doctor there throughout their diagnosis and treatment. In this case, if the applicant recruited has shown an unstable tenure it would not only affect the operation of the business but affect human life the most.

The next is through background checks. Background checks are conducted by every business before finally hiring the perfect match for the fit. This is an extremely important step for the HR as here these people hired by them have a direct impact on other people's lives. Doctors, nurses, and frontline staff are only hired if they meet certain pre-required skills so as to ensure no person is put to harm and also so that top-class service is provided.

The hospital in order to maintain the quality of work life of its employees keeps in mind various factors such as motivation, grievance redressal, problem-solving etc. In case of a disagreement between a subordinate and a senior, the HR of the hospital tries to understand both points of view and get to the root cause of the problem. They even conduct teaming building exercises to increase team harmony among the seniors and subordinates. Since team spirit and a peaceful work environment are extremely important, especially for a hospital to ensure that employees maintain harmony among each other often teamwork is given weightage by the hospital during appraisal. The hospital has a well-set-up grievance redressal system and committee in place to handle not only on field employees' issues but also those working behind the scenes such as administration, finance, marketing etc. When it comes to team projects HR encourages employees to firstly have clear-cut responsibilities for each in the group as well as constantly have a supervisor who reviews the work on a regular basis so as to nip any minor inconvenience at the bud itself.

They have been strongly affected by the impact of Covid-19 in almost all aspects of their work. During these tough times, the work environment in hospitals saw a drastic change. Due to the high uncertainty during those times the hospital saw a huge number of employees resigning from their job to keep themselves and their families safe. The business was drastically affected as people were afraid to visit doctors and the hospital.

To overcome this issue the Marketing department implemented a 'video consultant' program for patients to get online consultations from their doctors. The HR also due to a lack of personnel used to figure out ways to deploy staff from one department where either demand for the workforce was less or that were not functional to departments with high functionality rate. Maintaining the quality of work life is extremely important and especially during tough times such as the pandemic. Although the work life for all employees across various departments in the hospital saw a drastic change the HR of the hospital worked to take up initiatives to ensure the wellbeing of the employees was maintained. The number of working days, as well as hours per day, were reduced to provide frontline workers with mental and emotional relief. A covid allowance too was paid to them for their services.

In these ways, the HR of the hospital was able to maintain a quality work life for its employees across various fields. It is said that the environment that someone works in often affects their motivation to work as well as their quality to work. By working toward achieving a good work-life quality the HR of the hospital was aiming to simultaneously increase productivity and increase motivation among the frontline workers. By making sure the employees are not overburdened with work and are not required to constantly work post hours, providing them with ample leaves and holidays, providing employees free consultation in the hospital and a good gratuity system the hospital's HR has been able to maintain a work environment where employees would look forward to working the next day and it would not become a task for them but actually work they enjoy doing. This helps increase the organization's motivation as a whole and at the same time productivity also increases.

Further to increase motivation the HR plans annual training programs for employees in areas relevant to their work to help enhance the knowledge already available to them. They also have a section in the personal appraisal as 'over and above' that works to motivate employees to take up tasks they wouldn't normally wish to take up. Lastly, even appreciative emails or messages are sent out or employees are appreciated among their peers which aims to increase motivation by setting an example.

Thus, we can see how using various techniques and methods the HR of The Hospital has been able to motivate its employees through the trying times of Covid-19.

Unlike other businesses that were able to operate from the work-from-home platform, here that was impossible. Hence it was extremely important for the HR during that time to be there for the employees and handle their grievances and queries while also working towards ensuring that the work environment is maintained at levels as before the hit of the pandemic. It can be said from our analysis and interview that the Hospital's HR has been successful in maintaining a good work-life quality and increasing organisational motivation even during such trying times.

VIII. RECOMMENDATIONS

From the research conducted it can be gathered that when it comes to hospitals or any service-related industry it is often difficult to quantify and give importance to different factors that affect an employee's quality of work life due to the direct involvement of human life at the receiving and giving end of the service. Hence it is important that different methods and tools be developed to help get a better understanding of the service-providing organizations.

The business should also further allow for more personal growth for the employees so that they achieve a higher level of motivation. Also, in order to avoid biases, other ways of finding the quality of work life should be found. More data should be collected for future research processes. Overall, the level of other factors which affect the quality of work life and organizations' motivation should be measured.

IX. CONCLUSIONS AND LIMITATIONS

To conclude, the paper talks about the quality of work life and organizational motivation in The Hospital which shows that the quality of doctors' working is good overall when considering hygiene and working conditions. However, the same contradicts as the mental negative impact is high on the employees due to extensive working hours, lesser number of holidays provided, spare time etc. As it is a hospital, the key aspect is of taking patients concern as topmost priority which therefore results in employee's dissatisfaction as their wants are being submerged. Moreover, when talking about the organizational motivation, in the hospital it can be observed that workers have high quality of work life which thereby shall lead to organization motivation for them to work in the hospital. By the analysis of the same, it can be concluded that workers there lack interpersonal, social and emotional well-being to a great extent and should be a key focus for the management.

Nevertheless, the limitations highlighted in the case could be such that, the hospital has many workers but about 50 responses were being gathered. Therefore, the sample size was small and more people should be considered for better analysis. There are future gaps in this research area such as the comparison of the hospitals in the same area which shall perhaps showcase different results. Moreover, there could be interviewee biases involved which will restrict in getting accurate and reliable data and shall impact the analysis and discussions of the paper.

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