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RESEARCH ARTICLE

**ANALYSIS OF QWL PRACTICES OF TEACHERS WORKING IN COLLEGES OF
EDUCATION IN VIRUDHUNAGAR DISTRICT**

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ABSTRACT

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The term 'quality of work life (QWL)' has different meanings of different people, some consider it industrial democracy or codetermination with increased employee participation in the decision making process. The present study entitled "Analysis of QWL Practices of Teachers Working in Colleges of Education in Virudhunagar District". The study is used to determine whether there are any significant differences between the means of one or more independent (unrelated) groups on dependent variable. It is revealed that there is a significant association between type of family and their opinion about practices of quality of work life of teachers working in college of education. That is the respondents differ significantly in their opinion about practices of quality of work life of teachers working in college of education when they are classified based on their gender and type of family. Therefore success of rest of the initiatives depends upon fulfillment of this. However, important the college of education opinion that compensation offered must be adequate implying it must be proportionate to teachers and there should be internal consistency among salaries of teachers. Relationships between and among the teachers is an indicator of healthy work college of education. Therefore, opportunities must be provided for formal and informal interactions.

Introduction

The term 'quality of work life (QWL)' has different meanings of different people, some consider it industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators,

the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Others view it as improving social relationships

at workplace through autonomous workgroups. Finally, others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. In general terms, QWL, refers to the favorableness or unfavorable-ness of a job environment for people. It refers to the quality of relationship between employees and the total working environment. According to Harrison, QWL is the degree to which work in an organization contributes to material and psychological well-being of its members. One expert defines quality of working life as “a process of joint decision making, collaboration and building mutual respect between management and employees”. It is concerned with increasing labour management cooperatives to solve the problems of improving organizational performance and employee satisfaction.

According to the American Society of Training and Development, it is “a process of work organization which enables its members at all levels to actively participate in shaping the organization’s environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees. Broadly the definition of quality of work life involves four major parts: safe work environment, occupational health care, suitable working time and appropriate salary. The safe work environment provides the basis for the person to enjoy working.

The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue. The working time has been established by the state according to legislation. The standard limits on overtime, rest days, and public holidays etc. have also been stipulated. The appropriate salary is agreed upon by the employee and the employer and fixed by the Pay Commission. The Government also establishes the rate of minimum wage, the employer should not pay less than that to the employee.

Review of Literature

Ayesha Tabassum., (2011) in her article entitled “Quality of Work Life Among

Male and Female Employees of Private Commercial Banks in Bangladesh”, analysed the QWL between the males and females of the private commercial banks through quantitative survey on 128 male and 64 female employees. The study reveals that a significant difference exists between male and female employees QWL and in the following factors of QWL; adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations. As a significant number of female participants from the labour force are now entering in the banking sector, this finding may add value to the management of the banks. Thus recommendations have been made to ensure gender equity in the private banking sector of Bangladesh. **Kuldeep Kaur and Gurpreet Randhawa., (2012)** in his study entitled “Quality of work life issues: A Comparative study of Multinational and Indian food Companies of Punjab”, found that a good quality of work life (QWL) is essential for organizations to attract and retain employees. QWL programs are designed to improve employees’ motivation and job satisfaction. Considering the significance of the concept of QWL the present study attempts to examine and compare the employees’ perceptions about QWL issues. The data was collected from 100 employees of food industry in Punjab (50 from MNCs and 50 from INCs) using a Likert type structured questionnaire. Independent sample t-test has been applied to analyse the data. The findings of the study revealed that a significant difference exists between the MNCs and INCs employees’ perception over various QWL issues such as job characteristics, welfare facilities, personal growth and development and social relevance of work. Finding revealed that in most of the cases MNCs are performing better than INCs. **Santhana Lakshmi, K., Ramachandran, T and David Boohene., (2012)** in their study entitled “Analysis of Work Life Balance of Female Nurses in Hospitals - Comparative Study between Government and Private Hospital in Chennai, TN., India”, analysed that the working women are challenged by work and family commitment at the end of each day in Government and private hospitals. Majority of women are working through-out week and 53% are struggling to achieve work-life balance. Women reported that their life has

become a juggling act as they have to shoulder multiple responsibilities at work and at home. Both government and private hospital managements need to be conscious of this status of female nurses and periodically review their status. They can create supportive environment to help these women to achieve work life balance. This study highlights the issues connected with work life balance of female nurses in government and private hospitals and the factors that determine work life balance.

Mohammad Kazem Emadzadeh., (2012) in his study entitled “Assessing the quality of work life of primary school teachers in Isfahan city”, analysed the quality of work life and its components in the primary school teachers of the Isfahan city. The method of this study is descriptive survey and the statistical population was composed of 862 teachers in Isfahan city and 120 samples were selected based on statistical estimates and simple random sampling. The data collection instrument is a questionnaire and the reliability coefficient of questionnaire is based on Cronbach's alpha coefficient was calculated 87% which is significant. In this study, the quality of work life and its components has been studied based on the demographic variables of gender, marital status, education level and work experience of teachers. For data analysis, descriptive statistics (mean, percentage, frequency, standard deviation) and inferential statistics (One sample t test, independent- samples t test, Levin test and ANOVA) are used with SPSS software.

Mohammad Hadi Asgari and Mohammad Ali Dadashi., (2012) in their article entitled “Determining the Relationship between Quality of Work Life (QWL) and Organizational Commitment of analysed the relationship between the quality of work life and organizational commitment. The research method was descriptive and of the correlation type. The population of the research was all the workers of Melli Bank in west of Mazandaran with a total number of 467, out of which 210 individuals were selected as the sample according to Morgan's table. In order to collect data two questionnaires were used: Walton's quality of work life questionnaire, and Allen-Meyer's organizational commitment questionnaire. In data analysis SPSS software, stepwise regression, and Pearson's correlation

coefficient were used. **Ayesha Tabassum., (2012)** in her article entitled “Interrelations between Quality of Work Life Dimensions and Faculty Member Job Satisfaction in the Private Universities of Bangladesh”, analysed that the “Quality of Work Life (QWL)” is still a new concept to emerge, though four decades have passed since the phrase was first introduced. No initiative was taken to identify QWL in the private universities of Bangladesh in terms of the dimensions of QWL and their relationship with job satisfaction. Thus the study aims to investigate the interrelation between QWL dimensions and job satisfaction of faculty members in the private universities of Bangladesh through quantitative survey on 72 full-time faculty members. The survey was based on a structured questionnaire designed with 5-point Likert-scale questionnaire. The sample includes 11 private universities. The correlation analysis reveals that all the dimensions of QWL are positively correlated with the job satisfaction of faculty members, which indicates that enhancement in the dimensions of QWL can lead to increased amount of job satisfaction in the private universities of Bangladesh. **Mobolaji Ogunsanya., (2012)** in his article entitled “Organisational Pressure on Quality-of-Worklife of Academic and Non- Academic Women Workers in Tertiary Institutions in Lagos State, Nigeria”, found that the contemporary world of work is the implementation of Quality-of-Worklife (QWL) programmes, which is aimed at easing the pressures faced at work by employees. Quality-of-Worklife is a relatively new concept in human resource management. It is a philosophy of improving productivity by providing workers with the opportunities required to put in their best at work, without jeopardizing their personal self improvement and responsibilities at home. This study, investigated the organizational pressure on Quality-of-Worklife of academic and non - academic women in tertiary institutions in Lagos State, Nigeria. The study was a survey of the ex-post facto type. 3,640 senior cadre women working in the four purposively selected degree awarding institutions in Lagos State (University of Lagos, Lagos University Teaching Hospital, Lagos State University and Lagos State University Teaching Hospital) and their managers formed the population. Out of these, 250 women were

selected as sample from each institution using the stratified random sampling technique. Data were analysed using frequency counts, percentages, t-test. Significant differences were found between academic and non-academic female members of staff in their sources of pressure ($t=2.43$, $P<0.05$). The factors included: salary, health-care benefits, day-care services on workplace premises and workload. However, no significant differences were found between academic and non-academic female members of staff on sources of satisfaction which included, daily workload, salary, fairness in performance assessment, special recognition for high performance, internet facilities at work and health-care benefit and organisational pressure factors. Factors such as salary, health-care benefit, day-care services, recognition, workload and others influenced QWL of women. Government and management committees of the tertiary institutions should ensure the reduction of organisational pressure and promote high QWL. This would enable the women workers contribute to the productivity of their organisation. **Gayathiri,R., and Lalitha Ramakrishnan.,(2013)** in their article entitled “Quality of Work Life – Linkage with Job Satisfaction and Performance”, analysed that the increased complexity of today’s environment poses several challenges to hospital management during the next decade. Trends such as changing organizational structures, increased knowledge and specialisation, interdisciplinary collaboration, advancement of technology, new health problems and health care policy, and sophistication in medical education have a part to play. All these affect the nursing profession and skill requirements as well as their commitment to performance in hospitals. In view of this, hospital management has to ensure quality of life for nurses that can provide satisfaction and enhance job performance. In this paper, an attempt has been made to review the literature on quality of life to identify the concept and measurement variables as well its linkage with satisfaction and performance. **Marzieh Vahidi Roodpishi., (2013)** in his article entitled “The Impact of Employee’s Quality of Work Life on Customer Relationship Management”, found that the concept of “quality of work life” has become a major societal issue throughout the world; while in the past decades, just personal life (non-

working) has been emphasized. The quality of work life illustrates the type of organizational culture or management methods, in which personnel, based on it improve their sense of ownership and self-esteem. On the other hand, the emergence of new instruments such as “customer relationship management” will increase organizational capacity, to reduce internal costs, better interaction with the environment, and finally more profitability to organization. In fact, customer relationship management is a strategy that is used to acquire more knowledge about customers' needs and behaviour. Therefore, recognizing the effective and related factors to customer relationship management is very important, because quality of work life programmes are including improvements in communicating with customer that support organization development. **Norailis Wahab,A.B., (2013)** in his study entitled “Quality of Work Life in Insurance Industry: Roles of Organizational Support in Ensuring Job Satisfaction”, found that the many companies around the world are struggling to meet the challenges presented by the organization's global trends. The workforce has been continuously reminded of the competitiveness and increasing productivity in ensuring better work life. Not forgetting to balance the routines, job satisfaction need also be deliberated in any organization. Amongst the determinants of job satisfaction leadership behaviour and organizational support is important to achieve organizational success (Burke, 2003). This statement is also supported by Rude (2004) who suggested the organizational support is closely related to the behaviour of leaders which may be one of the factors towards dissatisfied and incinerated workers. In current business scenario, the workforce in Malaysia has often called to acquire core competencies and maintain their competitiveness in a liberalized and globalized market. Further, with the implementation of various policies pertinent to employment including the retirement age and minimum wages, the workplace is no more a pleasant place. Workers need to be more innovative, creative and talented to sustain employment. A major challenge is to retain the talented and valuable worker (Roger Herman, 1991). For such reason, this paper attempts to examine the relationship between organizational support and

job satisfaction in the insurance industry. The results showed that satisfaction with the job ($M = 3.68$); successful people, directed or influenced by its own commitment to achieve organizational goals ($M = 3.55$); know and understand the policies and processes to do their job better ($M = 3.54$). This result is important and clearly shows the relationship between job satisfaction and organizational support. They are intertwined and closely related to organization performance. This study proposes a simple and practical model that helps management or decision-makers to highlight the most influential factors in the development of their organization. **Krishna Murthy and Varalakshmi, S., (2012)** in their article entitled “Employees job satisfaction - A study with special reference to Salalah College of Technology, Sultanate of Oman”, examined that the job satisfaction is an inevitable feature of every employee working across the world. It is important for the employers to ensure the job satisfaction level of their employees, since many factors like work environment, pay, promotions and job achievements, co-workers and attitude of the supervisors – all go to determine the job satisfaction level. This study is crucial as satisfied employees would contribute wholeheartedly to organizational goals even under a challenging environment. Further the study helps to find out the lapses in the organisation and to suggest sound measures to enrich quality of work Life and to reduce the aftermath like the complaints, grievances, absenteeism and termination in the long run. The study also emphasizes the need to create opportunities for promotion with the help of personnel evaluation and training and to recognize the accomplishments of staff members.

Statement of the Problem

The Quality of Work Life (QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees. A high quality of work life is essential for organizations to continue, to attract and retain employees. Many

factors contribute to QWL which includes adequate and fair remuneration, safety and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it 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. For the present study the researcher has selected college of education are functioning in the Virudhunagar District to measure the existing quality of work life of the college teachers of the college of education with a view to offer some suitable measures to improve their quality of work life than the existing level.

Objectives of the Study

The following are the main objectives of the present study.

1. To analyse the relationship between the socio economic variables of the respondents and their quality of work life under various dimensions.
2. To offer suitable suggestions for improving the quality of work life of teachers of working of college of education are functioning in the study district than the existing level.

Methodology

Designing suitable methodology and selection of analytical tools are important for meaningful analysis and interpretation of data. The present study is descriptive and analytical in nature.

Sources of Data

Both primary and secondary data are used for the present study. Secondary data were collected from the various books, journals, reports and various websites. Primary data were collected from the respondents selected for the present study using interview schedule.

ANOVA

The ANOVA test is used to determine the impact of independent variables on the dependent variables. The one-way analysis of variance (ANOVA) is used to determine whether there are any significant differences between the means of one or more independent (unrelated) groups on dependent variable.

Association between socio-economic variables and opinion about practices of QWL

This part analyses the socio-economic variables of the respondents namely gender, location of college, type of family and opinion about practices of QWL.

Hypothesis

“There is no significant association between gender of the respondents and opinion about practices of QWL.”

To test this hypothesis one way ANOVA test is applied and the results are presented in the following table.

Table 1.1
Association between gender of the respondents and opinion about practices of QWL – Result of ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Adequate and Fair Compensation	Between Groups	3.333	1	3.333	2.599	.110
	Within Groups	151.333	118	1.282		
	Total	154.667	119			
Safe and Healthy Working conditions	Between Groups	3.333	1	3.333	2.351	.128
	Within Groups	167.333	118	1.418		
	Total	170.667	119			
Immediate opportunity of use and develop human capacities	Between Groups	8.533	1	8.533	8.209	.005
	Within Groups	122.667	118	1.040		
	Total	131.200	119			
Future opportunity for continued growth and security	Between Groups	1.200	1	1.200	1.303	.256
	Within Groups	108.667	118	.921		
	Total	109.867	119			
Social integration in the work organization	Between Groups	2.133	1	2.133	2.145	.146
	Within Groups	117.333	118	.994		
	Total	119.467	119			
Constitutionalism in the work organization	Between Groups	.133	1	.133	.112	.739
	Within Groups	140.667	118	1.192		
	Total	140.800	119			
Work and the total life space	Between Groups	.533	1	.533	.502	.480
	Within Groups	125.333	118	1.062		
	Total	125.867	119			
The social relevance of work life	Between Groups	.533	1	.533	.549	.460
	Within Groups	114.667	118	.972		
	Total	115.200	119			

Source: Computed Data

The above result of Levene’s test for homogeneity of variance indicates that opinion of the respondents about the practices of quality of work life of teachers working in college of education varied in immediate opportunity of use and develops human capacities. That is the p value is less than the acceptance level of 0.05 for these factors. Hence the null hypothesis is rejected and it is concluded that there is a significant association between gender of the respondents and their opinion about practices of quality of work life of teachers working in college of education. That is the respondents differ significantly in their opinion about practices of quality of work life of teachers

working in college of education when they are classified based on their gender.

Further it is found that the significance value for the remaining factors is more than the acceptance level 0.05 and it is concluded that there is no significant association between the gender of the respondents and their opinion about practices of quality of work life of teachers working in college of education on seven factors namely Adequate and Fair Compensation (p=0.110), Safe and Healthy Working conditions (p=0.128), Future opportunity for continued growth and security (p=0.256), Social integration in the work organization (p=0.146),

Constitutionalism in the work organization ($p=0.739$), Work and the total life space ($p=0.480$) and The social relevance of work life ($p=0.460$). Hence, the null hypotheses for these factors are not rejected. It suggested that the college of education in the study area should improve its QWL practices without considering the gender to be a focus for all male and female teachers working in college of education.

Association between socio-economic variables and opinion about practices of QWL

This part analyses the socio-economic variables of the respondents namely gender, type of family and opinion about practices of QWL.

Hypothesis

“There is no significant association between type of family and opinion about practices of QWL.”

To test this hypothesis one way ANOVA test is applied and the results are presented in the following table.

Table 1.2
Association between type of family and opinion about practices of QWL – Result of ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Adequate and Fair Compensation	Between Groups	2.067	2	1.033	.792	.455
	Within Groups	152.600	117	1.304		
	Total	154.667	119			
Safe and Healthy Working conditions	Between Groups	1.267	2	.633	.437	.647
	Within Groups	169.400	117	1.448		
	Total	170.667	119			
Immediate opportunity of use and develop human capacities	Between Groups	18.600	2	9.300	9.663	.000
	Within Groups	112.600	117	.962		
	Total	131.200	119			
Future opportunity for continued growth and security	Between Groups	7.467	2	3.733	4.266	.016
	Within Groups	102.400	117	.875		
	Total	109.867	119			
Social integration in the work organization	Between Groups	6.067	2	3.033	3.130	.047
	Within Groups	113.400	117	.969		
	Total	119.467	119			
Constitutionalism in the work organization	Between Groups	12.200	2	6.100	5.550	.005
	Within Groups	128.600	117	1.099		
	Total	140.800	119			
Work and the total life space	Between Groups	8.267	2	4.133	4.112	.019
	Within Groups	117.600	117	1.005		
	Total	125.867	119			
The social relevance of work life	Between Groups	12.200	2	6.100	6.929	.001
	Within Groups	103.000	117	.880		
	Total	115.200	119			

Source: Computed Data

The above result of Levene's test for homogeneity of variance indicates that opinion of the respondents about the practices of quality of work life of teachers working in college of education varied in Immediate opportunity of use and develop human capacities ($p=0.000$) Future opportunity for continued growth and security ($p=0.016$), Social integration in the work organization ($p=0.047$), Constitutionalism in the work organization ($p=0.005$), Work and the total life space ($p=0.019$) and The social relevance of work life ($p=0.001$). That is the p value is less than the acceptance level of 0.05 for these factors. Hence the null hypothesis is rejected and it is concluded that there is a significant association between type of family and their opinion about practices of quality of work life of teachers working in college of education. That is the respondents differ significantly in their opinion about practices of quality of work life of teachers working in college of education when they are classified based on their type of family.

Further it is found that the significance value for the remaining factors is more than the acceptance level 0.05 and it is concluded that there is no significant association between the type of family and their opinion about practices of quality of work life of teachers working in college of education on seven factors namely Adequate and Fair Compensation ($p=0.455$), Safe and Healthy Working conditions ($p=0.647$). Hence, the null hypotheses for these factors are not rejected. It suggested that the college of education in the study area should improve its QWL practices without considering the gender to be a focus for all type of families are working in college of education.

Findings of the study

1. It is found that the significance value for the remaining factors is more than the acceptance level 0.05 and it is concluded that there is no significant association between the type of family and their opinion about practices of quality of work life of teachers working in college of education on seven factors namely Adequate and Fair Compensation ($p=0.455$), Safe and Healthy Working conditions ($p=0.647$). Hence, the null hypotheses for these factors are not rejected.

2. It is found that the significance value for the remaining factors is more than the acceptance level 0.05 and it is concluded that there is no significant association between the gender of the respondents and their opinion about practices of quality of work life of teachers working in college of education on seven factors namely Adequate and Fair Compensation ($p=0.110$), Safe and Healthy Working conditions ($p=0.128$), Future opportunity for continued growth and security ($p=0.256$), Social integration in the work organization ($p=0.146$), Constitutionalism in the work organization ($p=0.739$), Work and the total life space ($p=0.480$) and The social relevance of work life ($p=0.460$). Hence, the null hypotheses for these factors are not rejected.

Suggestions

1. It suggested that the college of education in the study area should improve its QWL practices without considering the gender to be a focus for all male and female teachers working in college of education.
2. It suggested that the college of education in the study area should improve its QWL practices without considering the gender to be a focus for all type of families are working in college of education.

Conclusion

It is concluded that there is a significant association between type of family and their opinion about practices of quality of work life of teachers working in college of education. That is the respondents differ significantly in their opinion about practices of quality of work life of teachers working in college of education when they are classified based on their gender and type of family. Therefore success of rest of the initiatives depends upon fulfillment of this. However, important the college of education opinion that compensation offered must be adequate implying it must be proportionate to teachers and there should be internal consistency among salaries of teachers. Relationships between and among the teachers is an indicator of healthy work college of education. Therefore, opportunities must be provided for formal and informal interactions.

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