QUALITY OF WORK LIFE AND ITS DIMENSIONS – A THEORETICAL REVIEW

Dr. Pulla Rao Kota
Young Professional, AP State Council of Higher Education
Tadepalli, Guntur (Dt) – 522 501, Andhra Pradesh, India.

ABSTRACT

Quality of Work Life is the first and foremost factor to retain worthy employees and to attract talented people into the organization. The success of an organization largely depends on human resources and their skills with dedication. Dedication and determination are the outcomes of Quality of Work Life. QWL play a significant role in the success of an organization irrespective of its size and type whether it is a manufacturing or service. QWL concept is not static; it has several dimensions which determine the QWL. Several researchers have proposed different components of QWL which determines the QWL. The present study helps the managements to identify the right set of components of QWL and to enhance their employees' quality of work life intern achieve the organization's objectives and goals. The present study retrospects the different research articles and theses on QWL concept to identify the most influencing components of QWL and categorise them. The purpose of this paper is to suggest a wider and deeper understanding of most important dimensions of QWL.

Keywords: QWL – Dimensions – A Theoretical Review - Organization Success.

Introduction:

Quality of Work Life (QWL) is concerned with overall climate of work situation and it refers to favorableness or un-favorableness of a work environment. A favorable work environment

results in better quality of work life and vice-versa (Dr. Kritika, 2015). Quality of Work Life refers to all the organizational efforts which aspires the employees' satisfaction and enhancing organizational effectiveness. Improving quality of work life is central to organizations seeking to stay competitive. QWL depends upon the physical and psychological environment in which the man is required to work. QWL denotes all the organizational inputs which aim at the employee's satisfaction and enhancing organizational effectiveness. Organizations are continuously looking for new ways of doing business in order to meet the challenges of today's dynamic business environment. Given the amount of time and people's energy expended at the workplace is important for employees to be satisfied about their life at work. These days, for an organization to be successful and to achieve its organizational objectives it is imperative that its employees are satisfied with their work, since work occupies an important place in many people' s lives, such conditions are likely to affect not only their physical but also a high level of social, psychological and spiritual well-being. It is well established in the literature that employees with a high level of psychological well-being are better, more committed, and more productive than employees with a low level of psychological well-being. Improving the quality of work life is certainly one of those competitive factors needing attention in business organizations. Improved QWL leads to improved performance. Performance should mean not only physical output but also behaviour of the worker in helping colleagues (M. Lokanadha Reddy, 2013).

Theoretical Review:

QWL is necessary for employers to achieve the organizational growth and profitability in the market whereas it endow with welfare and job satisfaction to the employees, this is the reason, why it is important for both employers as well as employees. The concept of Quality of Work Life is multi-dimensional. Employee commitment, dedication, productivity, and mobility are largely depends upon the dimensions of QWL. 'Dimensions of QWL' is the most impacting factor on job satisfaction as well as organizational success. A number of researchers worked on the concept of QWL and tried to find out the right set of dimensions that decide the QWL. The below table illustrate the dimensions of QWL in the view of different researchers.

Table 1: Dimensions/Components/Factors/Determinants
of QWL Identified from Literature Review

Author	Dimensions/Components/Factors/Determinants of Quality of Work Life
Walton (1975)	1 Adequate and fair compensation 2 Safe and healthy working conditions 3 Opportunities to develop human capacities 4 Opportunity for continued growth and security 5 Social integration in the work organization 6 Constitutionalism in the work organization 7 Work and total life space 8 Social relevance of work life
Mirvis and Lawler (1984)	1 Safe work environment 2 Equitable wages 3 Equal employment opportunities 4 Opportunities for advancement
David lewis et al (2001)	1 Extrinsic traits: salary or other tangible 2. Intrinsic traits: Skills, level, autonomy and challenge 3. Prior traits: gender and employment traits, co-workers support, supervisor treatment and communication
Ellis and Pompli (2002)	1 Work environment 2 Involvement in decision making 3 Professional isolation 4 Recognition 5 Opportunities for growth and security
Roy, Vinayek and Gupta (2004)	1 Motivation 2 Work culture 3 Knowledge and training 4 Co-operation and trust 5 Technology and equipment 6 Bench marking and openness 7 Work cohesiveness 8 Interpersonal relationship 9 Discipline 10 Rewards and punishments
Che Rose (2006)	1 Career satisfaction 2 Career achievement 3 Career balance
Saraji and Dargahi (2006)	1 Fair Pay and Autonomy 2 Job security 3 Reward systems 4 Training and career advancements 5 Opportunities 6 Participation in decision making 7 Interesting and satisfying work 8 Trust in senior management 9 Recognition of efforts 10 Health and safety standards at work

Rethinam and Ismail (2008)	1 Health and well being 2 Job security 3 Job satisfaction 4 Competence building 5 Work Life Balance
Sharma and Sharma (2010)	1 Organizational perspectives 2 Satisfaction dimensions 3 Motivation dimensions\ 4 Environmental dimensions 5 Consciousness and dedication 6 Miscellaneous factors
Normala and Daud (2010)	1 Growth and Development 2 Participation 3 Physical environment 4 Supervision 5 Pay and benefits 6 Social relevance 7 Work place integration
W.N. Thalang et al (2010)	1 Health environment 2 Total life span 3 Work life balance 4 Adequate and fair compensation 5 Social integration support
Lasrado and Bagchi (2010)	1 Varity of tasks and challenges in the job 2 Amount of autonomy 3 Financial rewards 4 Promotions and advancement opportunities 5 Quality of supervision and co-worker relations 6 Job security 7 Pressure on staff 8 Independence and flexible work
Tabassum, Rahman and Jahan (2011)	1 Adequate and fair compensation 2 Work and total life space 3 Opportunities to develop human capacities 4 Flexible work schedule 5 Job assignment 6 Employee relations
B.Alireza et al (2011)	1 Fair compensation 2 Safe and healthy environment 3 Growth and security 4 Social relevance 5 Life span 6 Social integration 7 Development of human capacities
Porkiani et al (2011)	1 Working environment 2 Pollution and safety 3 Consideration of work 4 Emotional state 5 Social relationship

	6 Physical state
	7 Learning and improvement
	8 Self-realization
	9 Safety and work environment
Chandranshu Sinha (2012)	1 Career growth & Development
	2 Organizational culture
	3 Emotional supervisory support
	4 Flexible work environment
	5 Employee motivation
	6 Organizational commitment
	7 Job satisfaction
	8 Rewards, benefits and compensation
Ayesha T (2012)	1 Fair compensation
	2 Growth security
	3 Work and life system
	4 Development human capacities
	5 Social integrate
	6 Social relevance
Jagabandhu Das (2012)	1 Flexi timing
	2 Pay and remuneration
	3 Safe and healthy working conditions
	4 Security of employment
	5 Career growth
	6 Work life balance
	7 Social recognition
M Lokanadha reddy (2013)	1 Emoluments
	2 Safe and healthy working conditions
	3 Social integration
	4 Social relevance of work
	5 Constitutionalism
	6 Opportunities to develop human capacities
	7 Career planning, growth and development
	8 Organizational structure
Mina P et al (2013)	1 Employee participation
	2 Career development
	3 Problem solving
	4 Job security
	5 Employee communication
	6 Job pride
	7 Fair pay
	8 Industrial safety and protection
	9 Organizational identity
Noushin Kamali Sajjadet al (2013)	1 Fair and enough payment
	2 Health security and work conditions
	3 Balance in work and other aspects
Aloys N K (2013)	1 Job enrichment
	2 Job rotation
	3 Autonomous

	4 Flexible work timings 5 Work groups 6 Career growth and development 7 Relation with supervisor
Seema Arif et al (2013)	1 Value of work 2 Work climate 3 Work life balance 4 Attitude
Jerome S (2013)	1 Compensation 2 Work environment 3 Social relation 4 Job satisfaction 5 Safety and healthy environment 6 Welfare 7 Opportunity for use and development of skills & ability
G S Sandhyanair (2013)	1 Adequate and fair compensation 2 Safe and healthy environment 3 Growth and safety 4 Social integration 5 Social relevance 6 Development of human capabilities 7 Constitutionalism and Total life span 8 Conscientiousness (Job dedication) 9 Altruism (Helping co-workers)
Sorabsadri and Conrad goveas (2013)	1 Safe and healthy working conditions 2 Adequate and fair compensation 3 Opportunity to utilize individual skills and talent 4 Develop human capabilities 5 Provide career and growth opportunities
Anand Pawar (2013)	1 Good wages and salaries 2 Rewards the talented and hard working 3 A safe and healthy environment 4 Good working conditions 5 Good interpersonal relations 6 Superiors are considerate and helpful
S Khodadadi et al (2014)	1 Permanent security providing 2 Salary and benefits payment policies 3 Development and promotional opportunities 4 Job independence and job satisfaction
Sarumathi (2015)	1 Adequate and fair compensation 2 Healthy and safety working conditions 3 Availability of resources 4 Opportunity foe career growth 5 Job security 6 Working conditions 7 Reward system 8 Supervisory behaviour
Swati (2016)	1 Adequate and fair compensation 2 Healthy and safety working conditions

	3 Welfare measures
	4 Opportunity for development
	5 Human relations and social aspects
	6 Reward and penalty system
	7 Equity, justice and grievance handling
	8 Image of organization in society

The above table provided a brief summary of different factors/components/dimensions of QWL from various studies which have been carried out worldwide. And it has been found that the QWL is the degree of excellence about working conditions and psychological happiness which contribute to overall satisfaction of the employees and finally at the organizational level.

QWL-Dimensions:

From the current study, based on the theoretical review and interaction with HR Managers and academicians, components/dimensions of QWL grouped into six categories. They are

1. Financial dimensions:

Adequate and fair compensation; Allowances and Fringe benefits; Rewards and awards system

2. Work environmental dimensions:
Safe and healthy working conditions; Stress-less working environment; Occupational stress; Organizational structure; Constitutionalism in the organization; Work culture;

implementing labour laws in Toto; Absence of stratification; Adequacy of technology, equipment and resources; Participative management; Professional isolation; Freedom for prejudice; Discipline and punishment policy; Equity, justice and grievance policy; Work-Life Balance

3. Job related dimensions:

Job design; Duties and responsibilities of job; Alternative work schedule; Proper work load; Job security; Autonomy and challenges in the work; Superiors' treatment and communication

4. Social dimensions:

Social relevance of work life; Employee-Employer relations; Employee-Employee relations; Superior-Subordinate relations and cohesiveness; Social integration; Interpersonal openness; Co-operation, cohesiveness, support and trust among employees and between employees and management

5. Career related dimensions:

Opportunity for advancement of skills, capacities and career; Equal opportunity for growth and security; Promotion policy; Opportunities for Training and development to update knowledge

6. Psychological dimensions:

Recognition and personal identity; Level of motivation; Job pride and value of work; Organizational identity; Respect and status; Designation; Emotional state; Ethics and morality of the management; Preserving employees' self-esteem; Status of organization in the society

Conclusion:

After a thorough study on QWL literature, it is clear that an organisation can acquire effective outcomes from its human resources and obtain success by addressing the components of Quality of Work Life.

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