



VARIOUS ISSUES AND MECHANISM OF QUALITY OF WORK LIFE IN AN ORGANIZATIONAL ENVIRONMENT

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ABSTRACT

Quality of Work Life deals with various aspects of work environment, which facilitates the human resource development efficiently. The term Quality of Work Life may be conceptualized as a subset of the quality of life. This is so because the two terms are related to each other. Quality of Work Life is the degree to which members of a work organization are able to satisfy their personal needs through their experience in the organization. Its focus is on the problem of creating a human work environment where employees work cooperatively and contribute to organizational objectives. The major indicators of Quality of Work Life are job involvement, job satisfaction and productivity. Quality of work life is a way of thinking about people, work and organizations, its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making.

INTRODUCTION

The Quality of Work Life (QWL) has assumed increasingly interest and importance in all the countries of the World. It is very significant in the context of commitment to work, motivation and job performance. It is also means to facilitate the gratification of human needs and goal achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working. Quality of Work Life is becoming an

increasingly popular concept in recent times. It basically talks about the methods in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects.

Quality of work life (QWL) refers to the favorableness or unfavourableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change.

The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better Quality of work life.

The Quality of work life as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as ‘humanizations of work’ ‘quality of working life, ‘industrial democracy’ and ‘participative work’.

“Quality of work life is a process of work organizations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees. ”

OBJECTIVES OF THE STUDY

1. To study various factors affecting Quality of work life.
2. To study various components to measure Quality of work life.

Scope of Quality of work life

The workers expect the following needs to be fulfilled by their organizations:

1. **Adequate and Fair Compensation:** It help the employee to maintain himself and his family with a standard in the society.

2. **Safe and Healthy working conditions:** QWL is nothing but provision of a work environment absolutely free from various hazards arising out of natural and unnatural things.
3. **Employment Benefits:** It includes share in profits of the organizations, medical , housing & welfare facilities.
4. **Job Security:** The workplace should offer security of employment.
5. **Job Satisfaction:** The management must enrich the jobs and redesign the jobs in such a manner that workers feel satisfied.
6. **Opportunity to growth and security:** Now a days , workers are not only concerned with their pay prospects , but also the scope for improving their technical & academic skills and also security of job.
7. **Social Integration in work organization:** An employee develop a sense of belongingness to organization where he works . The organization should not make discrimination among the employees on the basis of age , gender , caste , creed , religion.

Reasons for Study of Quality of Work Life:

1. Division of work and specialization has made the workers socially isolated from their fellow workers.
2. Overdependence on rules, procedures and hierarchy has made the workers just like various parts of the machine.
3. In many organizations, workers are working 14 to 15 hours a day against the accepted norms of 8 to 9 hours. This has brought the workers under stress and tension
4. Burnout, work-stress, health hazards, monotony etc are the natural offshoots of the modern way of life. Job pressure may result in poor health on account of drinking, smoking and drug addiction.
5. Many organizations are keeping employees on temporary or adhoc basis. There is no job security for the employees in such organizations. Such persons overwork resulting in reduction in their general happiness.

6. Globalization has lowered national boundaries and mobility of workers has increased causing great changes in the work environment at factories and offices.
7. The changing workforce of literate workers is more concerned with non- economic aspects such as self-respect, recognition, flexi-hours and organizational privacy etc.
8. Conflicts can be prevented if workers enjoy better Quality Work Life.

The factors that influence Quality of work life are:

1. **Attitude:** The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.
2. **Environment:** The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.
3. **Opportunities:** Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.
4. **Nature of Job:** For example; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities,

abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

5. **People:** Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.
6. **Stress Level:** Stress is of different types – mental stress/physical stress and psychological or emotional stress.. Mental stress and Emotional stress cause more damage than physical stress.
7. **Career Prospects:** Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.
8. **Challenges:** The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative – less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.
9. **Growth and Development:** If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

10. Risk Involved and Reward: Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation.

Components to measure Quality of work life:

1. Work Environment .
2. Organizational Culture and Climate.
3. Relation and Co-operation.
4. Compensation and rewards.
5. Training and Development.
6. Job Satisfaction and Job Security.
7. Facilities.
8. Freedom of Work.
9. Adequacy of resources.

Conclusion: Achieving a high quality of work life is an important purpose for many employees who are working in industries and organizations. It is a fact that an individual's life can't be compartmentalized and any disturbance on the personal front will affect his/her professional life and vice-versa. Therefore, organizations have started to focus on the overall development and happiness of the employee and reducing his/her stress levels without jeopardizing the economic health of the company. To be conclude it can be said that Quality of work life improve the life of workers in India.

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