



QUALITY OF WORK LIFE: AN ANALYSIS

AJAY KUMAR

M.COM (Research Scholar)
UGC –NET (QUALIFIED)

JYOTI

M.COM (Research Scholar)
UGC –NET (QUALIFIED)

ABSTRACT:-

QWL has evolved as an important aspect, which affects an organizational efficiency and productivity. QWL is a multi-dimensional term which provides a good work life balance and gives a qualitative boost to total work environment of any organization. The Human Resources (HR) Managers constantly work on to train, engage and get the most from the valued employees. This leads to employee performance and commitment but ultimately results in pressure, stress and stretched time in the office. According to Richard and Loy, QWL is the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization.

KEY WORDS:- Quality of work life, job satisfaction, Organization commitment, job security, participative management and salary.

INTRODUCTION:-

Quality of work life (QWL) refers to the favourableness 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 QWL. QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted co-operation and support to the management to improve productivity and work environment. QWL provides a more humanized work environment. It attempts to serve the higher order needs of workers as well as their more basic needs. Quality of work life denotes all the organizational inputs which aim at the employee's satisfaction and enhancing organizational effectiveness.

Definition:-

1. "QWL 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. "

—The American Society of Training

and Development.

2. "The overriding purpose of QWL is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life."

-Luthans.

Objectives of The Paper:-

1. To find out the scope of the Quality of work life in the research area.
2. To find out the dimensions (Parts) used most and least under quality of work life.
3. To examine the dimensions and quality of work life.

Literature Review:-

The concept of Quality of Work Life (QWL) focuses on studying and analyzing the contents and processes that management implement to provide employees with the best of career life in order to improve organizational performance and satisfy workers' needs and wants. According to several researchers, QWL is a comprehensive program that focuses on work conditions and environment in a given organization to improve job satisfaction among employees. It looks at employees as assets rather than a cost to the organizations. Thus, its main purpose is to "develop work environment that are excellent for employees as well as for organization".

List of the important research paper are discussed below:

1. Lau (2000) studied on Quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and QWL. This research evaluated the performances, in terms of growth and profitability, based on a sample of QWL and S&P 500 companies. 29QWL companies remained for the purpose of this study. The control group consisted of 208 service companies selected from the list of S&P 500. The results showed QWL companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that QWL companies indeed enjoyed higher growth rates than those of S&P 500 companies, and their differences are statistically significant. On average, QWL Service companies have an average sales growth rate while the control group companies have below average.

2. David Lewis et al (2001) studied on the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. The variables used extrinsic traits: salary or other tangible, intrinsic traits: skills, level, autonomy and challenge, prior traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than male.

3. Md. Zohurul Islam et al (2006) investigated of QWL and organization performance in Dhaka processing zone .The objective of research is QWL is hypothesized to directly or indirectly influenced organizational performance and identify the relation between QWL with OP = Organizational Performance QWL = Quality of Work Life JS = Employee Job Satisfaction WAGPOL = Company wage policy COMPOL = Company policy UNION = Union. The variables of the research used OP, JS, WP and UP. Simple random sampling method used for data collection and the test applied to data analysis was chi-square test and regression .Finding of the research showed QWL is not significant relation with OP, union, wage, job satisfaction and company policy is highly significant with OP with the level of significant 5%.When dependent variable is job satisfaction then company policy, QWL has positive significant relationship with Job satisfaction. Variable Union policy has positive relation but no significant with JS QWL is related to Job Satisfaction. Organizational

performance taken as a dependent variable then it showed that QWL has no significant relationship with Organizational Performance.

Quality of work life involves three major parts:-

A.) Occupational health care:-

Safe work environment provides the basis for people to enjoy his work. The work should not pose health hazards for the employees. Occupational Health and Safety demands adoption of a structured approach for the identification of hazards, their evaluation and control of risks in the organization. Hence, Bureau of Indian Standards has formulated an Indian Standard on OH&S management systems. It is called as the IS 18001:2000 Occupational Health and Safety Management Systems. This standard prescribes the requirements for an OH&S Management Systems, to enable an organization to formulate a policy, taking into account the legislative requirements. It also provides information about significant hazards and risks, which the organization can control in order to protect its employees and others, whose health and safety may be affected by the activities of the organization.

Occupational health Laws:-

The Factories Act, 1948, the Mines Act, 1952, The Dock Workers (Safety, Health & Welfare) Act, 1986 are some of the laws, which contain provisions regulating the health of workers in an establishment. Whereas the Employees State Insurance Act, 1948 and the Workmen's Compensation Act, 1923 are compensatory in nature.

Health Provisions under the Factories Act, 1948

The Factories Act, 1948 was enacted with the object of protecting workers from subjecting to unduly long hours of bodily strain or manual labour. It lays down that employees should work in healthy and sanitary conditions so far as the manufacturing will allow and that precautions should be taken for their safety and for the prevention of accidents.

The Constitution of India has also specified provisions for ensuring occupational health and safety for workers in the form of three Articles i.e. 24, 39(e and f) and 42. The regulation of labour and safety in mines and oil fields is under the Union list. While the welfare of labour including conditions of work, provident funds, employers' invalidity and old age pension and maternity benefit are in the Concurrent list.

B.) Suitable working time:-

1. All types of discrimination between people doing similar work and with same level of performance must be eliminated.
2. The diverse work force of today does not want to work for fixed hours or days. They want flexibility in their work schedule so that professional and personal life can be managed together.
3. Compared to compressed work weeks that require employees to be at work during specified hours, a flexible work schedule (a flexi-time) provides employees with more flexibility with regard to which hours they work.
4. The most important advantage to be served for this arrangement is that flexi-time gives employees the opportunity to balance their work life and their personal life. Studies called out so far have indicated that flexi-time often results in lower absenteeism and turnover and improved performance.
5. A good **work life balance** is also what motivates an employee the most to perform well at his or job and also spend quality time with the family. Therefore, organizations have started

to focus on the overall development and happiness of the employee for their **motivation** and reducing his/her stress levels without jeopardising the economic health of the company.

6. The role of supervisors is particularly important in implementing formal flexible scheduling and work time policies as well as informal working arrangements and schedules. Supervisors are responsible for staffing levels, allocation of work assignments, and unit output. Although supportive supervisors often can allow more flexibility than exists in the written policies of the organization, unsupportive supervisors can subvert employer's family friendly policies.

7. Employees in companies that have downsized or that emphasize "facetime" and prioritize work above all else typically have more complaints about work place in flexibility and heightened work-family conflict.

8. Work life balance can minimize stress and fatigue at work, enabling people to have safer and healthier working lives. Workplace stress and fatigue can contribute to injuries at work and home.

C.) Appropriate salary:-

The employee and the employer agree upon appropriate salary. The Government establishes the rate of minimum salary; the employer should not pay less than that to the employee. Compensation and rewards are motivational factors. The best performer is given the rewards, and this builds competition among the employees to work hard and to achieve both organizational and individual goals. The economic interests of people drive them to work at a job, and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. Mirvis and Lawler (1984)⁵⁶ highlighted that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Oshagbemi, Sloane and Williams, highlighted that differences in remuneration aspects received by the employee suddenly affect their work satisfaction and work performance.

1. Pay should be fixed on the basis of the work done, individual skills, responsibilities undertaken, performance and accomplishments.

2. Rewards and fairness covers all aspects of pay and benefits relative to colleagues and other comparators and relative to outgoings in a broad sense, and so aims to capture feeling fairly paid for the work carried out and considering one's pay to be sufficient for one's needs.

3. Good pay dominates most of the factors in employee satisfaction. Alternative means of providing wages should be developed to increase the cost of living index, profession tax etc.

D). Constitutionalism in the work organization:-

QWL provides constitutional protection to the employees only of desirability as it hampers workers .It happens because the management's action is challenged in every action and bureaucratic procedures need to be followed at the level .Constitutional protection is provided to employees on such matters as privacy ,free speech ,equity and due process.

This is related to organizational norms that affect the freedom of an individual employee. Efforts must be made to see right norms are formed in the organization. It means norms that accommodate the privacy of an individual employee, freedom of speech, equity and freedom to dissent on some aspects.

A Paradigm Showing the Constructs of QWL:-



The following aspects improve the QWL:-

1. Recognition of work life issues:-

Issues related to work life should be addressed by the Board and other important officials of the company like why people are not happy, do they need training, why employee morale is poor and numerous other issues. If these are addressed properly, they will be able to build, "People-Centered Organizations".

2. Commitment to improvement:-

QWL can be improved if the staff is committed to improvement in productivity and performance. This issue can be taken by the board through staff recognition and support programs. Board should prepare QWL reports on periodic basis to boost the system. They can also introduce reward system which will be of help to them.

3. Quality of work life teams:-

Board members should form the combined team of managers and workers and all the issues and common themes must be identified.

Work Life Teams = Managers + Staff

All issues must be addressed like loss of morale, lack of trust, increased intensity of work, reward, recognition etc. and commonly, managers and staff should arrive at solutions.

4. Training to facilitators:-

Both the leader and staff can assess the job requirement and decide jointly what type of training is required to improve the quality of work life

5. Conduct focus groups:-

Formation of focus groups can affect the QWL and discuss the questions in a positive way like:

- (a) What brought you here today?
- (b) What do you feel are the top three issues that affect your quality of work life?
- (c) What do you want the organization should do for you?
- (d) Do you want company to increase the salary, etc.

6. Analyze information from focus group:-

After the formation of focus groups and their discussion on different issues and collection of information, the information should be analysed to give right direction to organizational activities.

7. Identify and implement improvement opportunities:-

It is important to identify and implement improvement opportunities like communication, recognition and non-monetary compensation. Improving support structure, constant review of reward and recognition system etc. would help in formulating communication strategies, focusing on linkages between managers and staff.

8. Flexible work hours:-

The diverse work force of today does not want to work for fixed hours or days. They want flexibility in their work schedule so that professional and personal life can be managed together.

CONCLUSION:-

Work for longer hours in a day with less number of working days in a week. Going to office for fixed hours but in different time slots rather than fixed working hours. Many companies even provide the flexibility of work from home. A broad insight into the existing occupational health laws in India explicably brings out the verity of non-implementation of such laws, considering the present scenario with respect to the workmen's health conditions. The workmen in dangerous employments are exposed to substances like asbestos, chromium and silica dust and are vulnerable to respiratory diseases and cancer. There is need to preserve the good health of work men by ensuring safe and healthy working conditions and provide prompt compensation on account of injury or occupational disease. Encouraging open communication between employees. The employees should be provided with leave benefits based on the shift so that they reduce the stress and get relieved problem openly without any hesitation. Regular intervals adequate security of job is a high priority of employees and should be provided a broad range of work life programs that provide employees with control over their working time and support in meeting their family and personal needs. Employees bring different levels of skills and knowledge to companies and hence they are qualified to work at different levels of a company hierarchy and receive different rates of pay as a result. Ensuring that the workload is in accordance with

the employees capabilities and resources. Employees roles and responsibilities should be clearly well-defined. Workplace discrimination should be avoided.

QWL is concerned more and more in order to improve quality and productivity of working in organizations. Revenue growth and profit depend upon the loyalty of the customer and customer loyalty depend upon the customer satisfaction which directly connected to the services provide by the employees' and employees' satisfaction depend upon the dimensions of QWL those has been given by the organisation. The quality circles, management by objectives, suggestion system and other forms of employees participation in management help to improve QWL in the industry circles. Techniques to improve quality of work life include job redesign, career development, flexible work schedule security and the like. Finally it is very true to say that high degree of QWL leads to job satisfaction which ultimately results in effective and efficient performance.

REFERENCES:-

1. Kumar,Nirmal (2011),”Human resource management and Industrial Relations”(1st Ed). Himalaya Publishing House.
2. VSP,Rao (2010),”Human Resource Management”(3rd Ed) . Himalaya Publishing House.
3. VSP,Rao (2010),”Human Resource Management”(3rd Ed) . Himalaya Publishing House.
3. <http://www.chrmglobal.com/articles/183/1/Quality-of-Work-Life.html>
- 4.<http://www.yourarticlelibrary.com/employee-management/quality-of-work-life-its-meaning-and-definition-employee-management/26112>
5. <https://www.mbaskool.com/business-concepts/human-resources-hr-terms/2390-quality-of-work-life-qwl.html>
- 6.<http://www.businessmanagementideas.com/notes/management-notes/employee-motivation/quality-of-work-life-qwl-nature-scope-and-importance/5077>
7. <http://www.simplynotes.in/uncategorized/quality-work-life/>
- 8.<http://www.rroj.com/open-access/a-study-on-quality-of-work-life-amongemployees.php?aid=44857>
9. https://link.springer.com/chapter/10.1007/978-94-007-2421-1_13
10. <https://m.grin.com/document/187529>