

A STUDY ON “QUALITY OF WORK LIFE”

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ABSTRACT:

The study of work environments is very important because it may differentiate between high and low performers among organizations. However, there is a huge gap in studies on exploring the quality of such work life. This study aims to explore the level of Quality of Work Life in the industry situated. It also examines the relationships between environmental factors and job satisfaction. The result reveals that the level of Quality of Work Life of the population is high. The majority of employees have adequate confidence regarding their skills, their job characteristics, opportunity to participate in decision making and relationships. However, some of them complained about their wage levels. Further, the study finds a significant relationship between environmental factors and job satisfaction. Many factors determine the meaning of Quality of Work Life, one of which is work environment. Quality of Work Life consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation.. The dimensions of QWL include health and well being, job security, job satisfaction, competence development and the balance between work and non work life.

Key words: Quality of Work Life, Job satisfaction, work life and non work life balance, career development, Job involvement.

1. INTRODUCTION

Extent to which employees can enhance their personal lives through their work environment and experiences. Definition and concept of Quality of Work Life, Methods to Improve QWL, Flextime, Flexi place, Alternative Work Schedules, Part-time Employment, Compressed Work Week, Job Enrichment, Job Rotation, Job Enlargement, Autonomous Work Groups / Self-managed Teams, Socio-Technical Systems, Benefits of QWL Programs, Challenges in Implementing QWL Programs.

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an ‘asset ‘to the organization rather than as ‘costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc, are being adopted by the se organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives. The future work world will also have more women entrepreneurs and they will encourage and adopt QWL programs.

1.1:Definition:

Richard and **J.loy** define quality of work-like means “this degree too much the members of the working organization are able to satisfy important personnel needs though their experience in the organization”

According to **Richard E.Walton** – “Dissatisfaction with working life is a problem, which affects almost all employees at one time or another, regardless of position or status. The frustration, boredom and anger common to employees, disenchanted with their work life, can be costly individual and organization. Many managers seek to reduce job dissatisfaction at all organizational levels including their own. This is a complex problem, however, because it is difficult to isolate and identify all of the attributes, which affect the quality of working life.”

1.2. Who needs quality of work-life?

We know that we just can’t stop “working at it”, discovering, creating and sharing new stuff. We’re all so busy psychologically; work has always been one of the most significant of human experiences. But when for many people sex and relationships are troublesome since they are often hazardous to our health work plays an even greater role in keeping us “out of trouble.” Regardless of how much earn, most of us have some kind of agenda or work plan.

And with so many people opening a home and a cyber-office, with mounting levels of technology-related stress, owner turned content. Many of us end up involved in more than one job, which we feel compelled to get done, spending the greatest portion of out lives in what we consider our workplace.

So quality of work life (QWL) is not some potion of frivolous luxury. QWL is just as real and useful as virtual reality itself.

1.3. Objectives of Quality of Work-Life:

- To increase in individual productivity, accountability and commitment
- For better teamwork and communication.
- For improving the morale of employees.
- To reduce organizational stress.

- To improve relationships both on and off the job.
- To improve the safety working conditions.
- To provide adequate Human Resource Development Programs.
- To improve employee satisfaction.
- To strengthen workplace learning.

Quality of Work-Life has been conceptualized by Mr. Walton (1975) with the following eight categories. They are as follows:

1. **Adequate and fair compensation:** This refers to a just and fair balance between effort and reward. It includes such things as a fair job evaluation, training to perform the job reasonably, ability of the organization to pay, demand and supply of talent and skills and profit sharing.
2. **Safe and healthy working conditions:** In order to improve environment should be free from hazards or other factors detrimental to health and safety of the employees.
3. **Immediate of opportunity of use and develop human capacities:** QWL can be improved if the job allows sufficient autonomy and control, uses a wider range of skills and abilities, provides immediate feedback to employees to take corrective action, is seen as a total activity, and provides opportunity of plan and implement by him.
4. **Opportunity for continued growth and security:** Here the focus is on career opportunities as against the job. Whether the newly acquired talent is put to some use hence lead to personal growth and security.
5. **Social integration in the work organization:** One of the objectives of QWL is to generate satisfying identity with the organization and develop a feeling of self esteem.
6. **Constitutionalisation in the work organization:** Enhanced QWL also ensures zero violation of the constitutional guarantee by executive/organization decision.
7. **Work and the total life span:** The demands of the work, like late hours, frequent travel, and quick transfers are both psychologically and socially very costly to the employee and his family.
8. **The social relevance of Work-Life:** The organization's lack of concern for social causes, like waste disposal, low quality product, overaggressive marketing, and employment practices make employees depreciate the value of their work and career. This in turn affects their self esteem. The social responsibility of the organization is an important determinant of QWL.

2. IMPORTANCE OF THE STUDY

Quality of Work-Life program has become important in work place for the following reasons:

- Increase demands at work
- Loss of long term employee guarantees
- The need for enhanced work place skills
- Greater competition for talent
- Increased women in work fore

3. NEED FOR THE STUDY:

- Quality of work-life (QWL) is one of the basic features that are looked upon by a prospective employee before joining an organization. Quality of work-life includes career development programs, training, better working conditions, health care etc.
- As quality of work-life is treated as deciding factor, there arises the need for a detailed study of the concept. The need of the study is to realize the aspirations of the employees with respect to good QWL and the various measures needed to be taken for the betterment of QWL.
- The need of study is to find out the key points that have to be considered by the employers for providing better QWL to their employees. The study will also help in understanding how QWL influences the employee's decision to continue or quit the job.

4. OBJECTIVES OF THE STUDY:

- To measure the level of satisfaction of employees towards the quality of work life.
- To suggest suitable measures to improve the quality of work life.
- To identify the major areas of dissatisfaction if any, and provide valuable suggestions improving the employees satisfaction in those areas.
- To analyze the findings and suggestion for the study.

5. SCOPE OF THE STUDY:

- Quality of work life is a multi dimensional aspect. The employees expect the following needs to be fulfilled.
- Compensation the reward for the work should be fair and reasonable.
- The organization should take care of health and safety of the employees.
- Job security should be given to the employees.
- Job specification should match the individuals.
- An organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

6. METHODOLOGY:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods. When we talk of research methodology we not only talk of research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique.

7. RESEARCH DESIGN:

“A research design is the arrangement of conditions for collection and analysis of data in manner that aims to combine relevance to the research purpose with economy in procedure”. Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. The type of research design used in the project was

Descriptive research, because it helps to describe a particular situation prevailing within a company. Careful design of the descriptive studies was necessary to ensure the complete interpretation of the situation and tonsense minimum bias in the collection of data.

7.1. SAMPLING TECHNIQUE:

Sampling is the selection of some part of an aggregate or totality on the basis of which a judgment about the aggregate or totality is made.

7.2. SIMPLE RANDOM SAMPLING:

Method was used in this project. Since population was not of a homogenous group, Stratified technique was applied so as to obtain a representative sample. The employees were stratified into a number of subpopulation or strata and sample items (employees) were selected from each stratum on the basis of simple random sampling.

7.3. SIZE OF THE SAMPLE:

For a research study to be perfect the sample size selected should be optimal i.e. it should neither be neither excessively large nor too small. Here the sample size was bounded to 100.

7.4. DATA COLLECTION METHOD:

Both the Primary and Secondary data collection method were used in the project. First time collected data are referred to as primary data. In this research the primary data was collected by means of a Structured Questionnaire.

The questionnaire consisted of a number of questions in printed form. It had both open-end closed end questions in it. Data which has already gone through the process of analysis or were used by someone else earlier is referred to secondary data. This type of data was collected from the books, journals, company records etc.

7.5. TOOLS USED FOR ANALYSIS:

Percentage analysis:

One of the simplest methods of analysis is the percentage method. It is one of the traditional statistical tools. Through the use of percentage, the data are reduced in the standard form with the base equal to 100, which facilitates comparison. The formula used to compute Percentage analysis.

8. REVIEW OF LITERATURE:

The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its work force. Today's organization need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Therefore, organizations are required to adopt a strategy to improve the employees "Quality of Work-life" to satisfy both the organizational objectives and employee needs. The term "Quality of Work-life" reflects an understanding of the board range of personal issues that affect the workplace and the ways that work influences an employee's personal life.

The employee is a highly leverage variable in organization. Only by helping employees achieve a constructive balance between work and personal life can organization compete successfully. Only by achieving a constructive balance can society provide the foundation for future organizational

growth and achievement, a foundation that sustains effective parting, education, and workforce development. A comprehensive Quality of Work-Life process strengthens business, families and society.

Reduce cost, and Enhance profitability.

Quality of work-life (QWL) is viewed as alternative to the control approach of managing people. The QWL approach considers people as an ‘asset’ to the organization rather than as ‘costs’. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

This approach motivates people by satisfying not their economic needs but also their social and psychological ones. To satisfy the new generation workforce organizations need to concentrate on job designs and organization of work. Further, today’s workforce is realizing the importance of relationship and is trying to strike a balance between career and personal lives.

Successful organization support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work-life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc..., are being adopted by these organizations.

9. DATA ANALYSIS AND INTERPRETATION

1. How do you rate the work culture in your Organization?

Category	Respondents	Percentage %
Excellent	14	14%
Very Good	16	16%
Good	44	44%
Satisfactory	26	26%
Bad	0	0%
Total	100	100%

Interpretation

It is revealed that 44% of the respondents felt that there is good work culture in the organization and 26% of the respondents felt that the work culture is Satisfactory and 16% of the respondents’ have Excellent work culture in the Organization. So, from this, we can say that most of the Employees feel that they have a good work culture and they are confident. about it.

2. How are the Career development activities in your Organization?

Category	Respondents	Percentage%
Excellent	8	8%
Very Good	16	16%
Good	40	40%
Satisfactory	26	26%
Bad	10	10%
Total	100	100%

Interpretation

The survey depicts that 40% of the employees of the opinion that the career development activities are good and 20% felt it is satisfactory and 16% feel that it is very good and 10% feel that it is bad and 8% of the employees feel that the career developmental activities are excellent. This implies that, if management focuses on this particular category i.e. mainly on the career developmental activities, then the employees can be motivated and more useful for organization.

3. The training given to you is Sufficient to improve your skills?

Category	Respondents	Percentage%
Yes	56	56%
To some extent	34	34%
No	10	10%
Total	100	100%

Interpretation

I notice that 56% of the employees say that's the training given to them is sufficient to improve their skills and 34% say that it is useful to some extent and 10% of the employees say that it is not sufficient, from this we can say that the majority of the employees are satisfied with the training provided to them.

4. Do you feel that there is job satisfaction in the organizations?

Category	Respondents	Percentage%
Strongly agree	10	10%
Agree	30	30%
Satisfactory	50	50%
Disagree	8	8%
Strongly disagree	2	2%
Total	100	100%

Interpretation

The survey depicts that 50% of the employees are satisfied with their job and 30% of the respondents agreed that there is job satisfaction and 10% strongly agreed and 8% of the respondents disagreed and 2% of the respondents strongly disagreed. So, from these we can say that the majority of the employees are satisfied with their job and it can be further improved.

5. Is their good relation between peer groups and superiors?

Category	Respondents	Percentage%
Strongly agree	20	20%
Agree	46	46%
Satisfactory	32	32%
Disagree	2	2%
Strongly disagree	0	0%
Total	100	100%

Inter**pretation**

From this survey I noticed that 46% of the respondents are agreed that there is good relationship between peer groups and superiors in the organization and 32% are satisfied and 20% strongly agreed and 2% of the respondents are disagreed. So, it is clear that the relationship between peer groups and superiors in the organization can be improved further for good output.

6. Does your job give you a chance to express your views?

Category	Respondents	Percentage%
Frequently	40	40%
Sometimes	44	44%
Rarely	16	16%
Total	100	100%

Interpretation

The survey depicts that 40% of the respondents are of the opinion that organization felt that the job gives them the chance to express their views frequently. On the other hand, 44% felt that are given a chance to express their views sometimes only 16% of the respondents felt that they are rarely given a chance to express their views. So, from this it can be concluded that more opportunity need to be given to express their views.

7. Are your skills utilized to an optimum level?

Category	Respondents	Percentage%
Strongly agree	10	10%
Agree	40	40%
Satisfactory	36	36%
Disagree	12	12%
Strongly disagree	2	2%
Total	100	100%

Interpretation

From this survey 40% of the respondents are agree that the utilization of their skills is optimum and 36% of the respondents are satisfied and 12% are dissatisfied and 10% of the respondents strongly agreed and 2% strongly disagreed. Hence, the majority of the employees are of the opinion that their skills are being used to the maximum extent. Are you able to satisfy and achieve the organizational goals through your experience?

8. Is your performance being monitor periodically?

Category	Respondents	Percentage%
Yes	66	66%
Could be	26	26%
No	8	8%
Total	100	100%

Interpretation

From this survey 66% of the respondents say that there performance is being monitored periodically and 26% of the respondents are not sure about it and 8% of the respondent say that they performance is not monitored periodically. So, the majority of the employees say that their performance is being monitored periodically.

9. Do you think that the organization is paying you fairly and reasonably?

Category	Respondents	Percentage%
Strongly agree	8	8%
Agree	24	24%
Satisfactory	50	50%
Disagree	12	12%
Strongly disagree	6	6%
Total	100	100%

Interpretation

The survey depicts that 50% of the respondents are satisfied as the organization in paying them fairly and reasonably and 24% of the respondents agree and 12% of the respondents are dissatisfied and 8% of the respondents are strongly agree and 6% of the respondents strongly disagree. Only 50% of the employees are satisfied with the payment so, the organization should have a re-look at the pay packages.

10. Is the compensation paid to you is sufficient for previewing a satisfactory standard of living?

Category	Respondents	Percentage%
Yes	22	22%
To an extent	62	62%
No	16	16%
Total	100	100%

Interpretation

From this survey 62% of the respondents say compensation paid by the organization is sufficient to some extent for their satisfactory standard of living and 22% of the respondents say that, it is sufficient to maintain respectable standards of living. 16% felt that the pay is not enough to maintain respectable standards of living. Majority of the employees of IKYA say that the compensation is sufficient for their standard of living to some extent.

10. FINDINGS OF THE STUDY:

The following are the findings which are drawn from the study:

1. It has been found that organization with excellent Quality of work-life have facilitated in enhancing the productivity and performance of employees.
2. It has been found that as the overall Quality of work-life is good at HPH there has been an opportunity for individual growth and better professional management.
3. On the whole the employees are satisfied with training program, flexible working hour and compensation which have the major components of Quality of work-life
4. The Quality of work-life at HP can be concluded as be healthy and satisfactory
5. Employee recognition and freedom to express individual views go a long way in improving Quality of work-life other than above three components.
6. The employees of the opinion that HP is yet meet the standards of MNC'S.
7. The compensation packages have to be redesigned in such away that they meet the standards of the industry.
8. The conclusion that can be drawn from the project is that an ideal QWL is one which helps in maintaining a balance between personal and professional life.
9. A good Quality of work-life is necessary to make employee feel a sense of belonging to that company which in turn help in success of the organization.
10. It can be concluded that an organization can attract the best talent only when it can promote its excellent Quality of work-life.

11. SUGGESTIONS OF THE STUDY:

- Improving more policies & some good entertainment & Relaxation programs for employees.

- Improving good relationship with employees & providing friendly environment in the organization.
- Making the employees to enjoy the work.
- Establish career development systems.
- Help to satisfy the employees esteem needs.
- Gift voucher for top performers in the department for giving an innovative idea for solving problems which is cost saving & is beneficial to the organization.

12. CONCLUSION OF THE STUDY:

Today, all organizations must continuously improve QWL if they want to exist and compete in the market, which calls for the private sector to play a great role in attracting talent and hiring young people. This challenge has also increased since the number of women participating in workforce has increased, and they require some particular considerations like flexible working hours and special structures or separation men from women during working hours.

Social security scheme as well as welfare measures that are undertaken by the company are appreciable. These measures are not only for the company but also for the employees through satisfaction levels a company can ascertain whether an employee has shown his/her best performance on given job. Welfare measures of the employees should be taken seriously by the top management to improve the satisfaction level by providing various benefits & facilities to them.

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