



A conceptual study on quality of worklife

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Abstract

The concept of quality of work life is crucial and plays a significant role in an employee's life. A healthy balance between work and personal life is a sign of a quality work life, which also ensures organizational efficiency and employee job satisfaction. The goal of this study was to identify the significant and influential aspects that affect employees' quality of work life. A procedure in an organization that enables its members at all levels to actively and successfully participate in influencing the organizational environment, processes, and outcomes is known as quality of work life. The subject matter of QWL, including its essential components like job security, job performance, employee satisfaction, etc., is the focus of this study. According to the study's findings, an adequate organizational culture, remuneration policy, career development opportunities, and related facilities can result in a satisfied employee attitude, which ensures the efficiency of the entire firm.

Keywords: Quality of work life, worker satisfaction, quality circles, job rotation

Introduction

An organization can respond to employee desires by building mechanisms to let people fully participate in the decisions that shape their lives at work by using QWL. Wheeler and Hunger assert that enhancing the human component of work is a priority in their book, *The Quality of Work Life*. By reorganizing work, using cutting-edge reward systems, and enhancing the working environment, they should aim to increase QWL.

According to Harrison, "Quality of Work Life" is defined as the extent to which members of an organization's workforce experience material and psychological well-being. According to D.S.Cohan, Quality of Work Life is a process that involves management and employee participation, shared decision-making, and mutual respect building.

The American Society of Training and Development states that "Quality of Work Life is a style of work organization that enables its members at all levels to actively and successfully perform their assigned tasks, shape the environment, processes, and outcomes of the organization. It is a method based on values that aims to achieve the twin objectives of increasing organizational effectiveness and raising employee quality of life at work.

The degree of enjoyment or dissatisfaction with one's career is referred to as the quality of one's work life. A high quality of work life is characterized as someone who enjoys their employment, whereas a low quality of work life is characterized as someone who is unhappy at work or whose needs are not met in any other way. A substitute for the control-based strategy for managing people is the quality of the work-life balance. The quality of work life approach views employees as "assets" rather than "costs" to the company. It holds the opinion that people perform better when they are given the freedom to manage their own work and make choices. By meeting their social and psychological as well as their economic requirements, this strategy inspires people. Organizations must focus on job designs and work structures in order to satisfy the new generation of workforce. Additionally, the workforce of

today is seeking to balance their personal and professional lives as they realize the value of connections.

Objectives of the Study

- To determine the variables influencing the quality of work life.
- To evaluate the workers' quality of work life
- To evaluate the steps taken by the company to raise employee quality of life at work.
- To make relevant recommendations for ways to enhance workers' quality of work life.

Literature Review

According to Stein (1983)^[5] and Reid (1992)^[6], remuneration plays a significant role in determining QWL. Pay is one of the five key elements of QWL, according to Stein (1983)^[5]. Stein categorizes compensation as part of the category of external rewards, which also includes rank or status, promotion, or position in addition to compensation. According to Newell (2002)^[9], Stein (1983)^[5], Kerce & Booth-Kewley (1993)^[7], and Harrison (2000)^[8], safe and healthy working circumstances have a considerable impact on quality of life (QWL), just like Walton (1973) and Orpen (1981)^[3] have found. In order to create a more positive work environment for employees, Newell (2002)^[9] emphasizes that QWL entails making modifications to the physical working circumstances in which employees operate.

According to Walton (1973), having a high QWL depends on how much an employee's employment allows them to use and improve their skills and competencies. In view of the aforementioned, occupations should have a variety of elements that would give workers the chance to utilize and develop their human potential and ultimately experience QWL. These qualities include autonomy, diversity of skills, importance of the task and feedback, meaningfulness, and wholeness. The emphasis is moved from job advancement to career advancement in accordance with this QWL determinant (Walton, 1973).

The emphasis is moved from job advancement to career advancement in accordance with this QWL determinant (Walton, 1973). Although there is some overlap between this factor and the one before it, according to Orpen's research from 1981^[3], the emphasis of what he called "opportunity for personal growth" is on the opportunities that are given to employees to advance in their professions. This also pertains to the notion of using professional learning as a tool for professional advancement or succession planning.

H.C. Ganguly (1964)^[1] attempted to investigate numerous aspects influencing job satisfaction or unhappiness and placed adequate pay in the top spot. Job security and opportunities for promotion are other characteristics that are highly valued. Other elements, including working hours, relationships with coworkers, employment status and prestige, etc., have been rated as low motivators.

According to Skrovan (1983)^[4], a key component of every QWL process is involving people in the construction of their workplace. Through this method, every employee of the company has a voice in how their tasks are designed specifically and in the workplace as a whole. This is done through channels of communication that have been established for this purpose.

Work-family harmony is beneficial to an individual's quality of life (QWL), according to Kotze (2005)^[10], because taking on various roles shields people from the repercussions of having a bad experience in one particular role. Beyond this protective effect, work-family harmony is believed to directly enhance wellbeing. Since they are engaging in activities that are meaningful to them, balanced people exhibit low levels of stress when playing roles.

Objectives of QWL

- To improve personal accountability, commitment, and productivity
- To improve collaboration and communication.
- To boost staff morale.
- To lessen stress inside the company.
- To enhance interpersonal connections both at work and off.
- To enhance the safety of the workplace.
- To provide suitable human resource development programs.
- To increase worker satisfaction.
- To improve workplace learning.
- To more effectively handle on-going change and transition.

Research Methodology

Based on secondary data gathered from journals, magazines, papers, and media reports, the research study is an attempt at exploratory research. The research design used for the study is of the descriptive kind, after taking the needs of the objectives into consideration. To have more accuracy and a more thorough analysis of the research study, this research design was chosen with the defined objectives in mind. The study made considerable use of secondary data that was available. The secondary survey approach is used by the investigator to obtain the necessary data. Numerous books, websites, and news stories were used, and they were all listed and recorded.

Measures to Improve QWL

1. QWL Through Employee Involvement (EI)

Employee involvement is one of the most popular strategies for producing QWL. Employee involvement (EI) refers to a range of systematic techniques that give workers the power to take part in choices that have an impact on them and their interactions with the company. Employees experience responsibility even ownership for the decisions in which they take part thanks to EI. However, for EI to be effective, it must be more than just a methodical methodology; it must also be a component of management's management philosophy. This attitude has been established in the corporate structures of some businesses for many years, including Hewlett-Packard, IBM, General Motors, Ford, etc.

2. Quality Circles

The purpose of quality circles is to help employees identify and resolve workplace issues through frequent meetings with a common leader. The late 1970s and early 1980s saw a rise in popularity for these extremely specialized team-building exercises in North America. They are popular in Japan and are highly particular. By the 1980s, the majority of medium- and large-sized Japanese businesses used hourly workers in quality control circles. This initiative started out as a quality improvement program but has since evolved into a standard operating procedure for many Japanese managers and the cornerstone of QWL initiatives in many Japanese businesses. This method is distinctive for a number of reasons.

First, neither the leader (often the supervisor) nor the participants (mostly hourly workers) can leave the circle on their own volition. Second, in-house training is typically conducted before the construction of quality circles. These meetings with supervisors often last two to three days. Most of the time is devoted on discussions of small-group dynamics, leadership tactics, and indoctrination in the QWL and quality circle philosophies. It takes a day to go through all the different problem-solving techniques.

The workers also learn about the quality circle idea and the supervisor's responsibilities as the group's discussion leader. Thirdly, as was mentioned in the training, the group is free to choose the issues it wishes to work on. Although the group has the authority to choose which issues to focus on, management may make suggestions. The ideal selection method avoids democratic voting in favor of consensus decision-making, in which everyone is in agreement on the problem to be solved. (If management has urgent issues that need to be resolved, these issues can be handled in the same way that they were handled prior to the establishment of quality circles.)

Employees are more likely to be motivated to develop solutions when they can choose the issues they wish to concentrate on. Additionally, they are more likely to be driven to continue participating in the circle and finding solutions to new issues down the road.

3. Socio-Technical Systems

Utilizing socio-technical systems is another strategy to enhance QWL. Socio-technical systems are modifications to the workplace that reorganize the work, the work groups, and the interaction between employees and the tools they use to execute their jobs. These strategies might produce more profound changes in the workplace than merely increasing or enriching a job.

4. Autonomous Work Group

The utilization of independent work groups is a more frequent, though still uncommon, method of fostering employee involvement. Teams of employees who make the majority of decisions are typically handled by supervisors among themselves without a formal company-appointed head. The main characteristic of these groups is a high level of employee self-determination in the administration of their daily work. This typically entails group decision-making about the pace of work, task allocation, break scheduling, and recruitment and training of new members. Direct supervision is frequently required. As more behaviorally-based employment is demanded by workers, QWL is more likely to improve. These demands are likely to result from an increasingly varied and educated workforce that wants greater autonomy and challenges in their work, such as worker engagement in choices that are typically made by management.

5. Job Enrichment

A person could perform a certain task more effectively under traditional management by applying the specialization and division of labor principles. Worker monotony resulted as a result, though. They began to become weary of doing the same thing over and over again. The management began to recognize it as a dehumanization process as well. In his two-factor theory of motivation, Herzberg attempted to use the workplace as a tool for both individual growth and the modification of certain organizational practices. Job enrichment may result in the expansion of job duties. Additionally, it fosters the competence of workers who actively accept positions with greater responsibility.

6. Job Rotation

Promotion is the result of a vertical job rotation, whereas a horizontal work rotation results in a transfer to another position. By forcing an employee to learn a new job at a new desk, job rotation promotes interest in the new position. As soon as a worker switches from being a specialist to being a generalist, the issues with specialization like boredom and repetition disappear.

7. Reward and Recognition

A system of incentives and recognition should exist that offers both material and psychological benefits. The goal of any employee working is to obtain suitable reward and recognition since reward inspires dedication. Everyone works for this reason; therefore, when an employee is informed of this, he will feel driven to put more time and effort into his task.

8. Growth Opportunities

The company's provision of growth possibilities for its employees is another potent tool that can encourage loyalty among workers. Humans have an innate need for growth and development, and everyone wants to expand. There are numerous strategies that a business can use to support employee development. Employee development is facilitated by offering possibilities for increased responsibility, promotion, value-added work, meaningful and valuable work, and a learning culture. Once people understand that the company's progress will lead to their own growth, they will work hard.

Strategies to Improve QWL

Quality of Work Life can be improved by introducing specific measures that foster a sense of involvement, dedication, and community among the workforce

- Job enrichment and Job redesign
- Autonomous work redesign
- Opportunity for growth
- Administrative or organizational justice
- Job security
- Suggestion system
- Flexibility in work schedules
- Employee participation

Improvements to the quality of work life are anything done at every level of an organization that aims to increase organizational effectiveness via the promotion of individual growth and dignity. A method by which the stakeholders in the organization management, unions, and employees learn to collaborate more effectively in order to decide for themselves what actions, changes, and improvements are desirable and doable in order to accomplish the dual objectives of improved workplace quality for all organization members and increased effectiveness for the business and the unions. Proven measures of QWL are enlisted below:

1. The quality of work life (QWL) helps employees to balance work and lives outside the work
2. Quality of work-life. have a significant influence on job satisfaction.
3. Quality circles, Job enrichment, Job rotation, Rewards and Recognition and Growth opportunities are relevant factors for quality of worklife.
4. To provide fair and sufficient compensation to the employees, appropriate pay plans could be developed. Increments based on performance would raise employees productivity.

Conclusion

An employee who is content and in excellent health will work harder, make wiser judgments, and help the company achieve its objectives. A guaranteed high standard of living at work will not only draw in young, fresh talent but also keep the more seasoned talent that already exists. Employee productivity, work hours, leave availability, and other factors can all be impacted by the quality of their working environment. To keep everyone working at their best capacity without stress or strain, work-life balance must be carefully managed. In order to stop employee attrition, absenteeism, and a loss in worker productivity, it is up to the business to concentrate on its employees and enhance their quality of life at work.

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