

A SIGNIFICANCE OF QUALITY OF WORK LIFE

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ABSTRACT

In today's economy, it has been observed that job stress, employee's performance, employee satisfaction, and retention has become the most substantial issue in professional environment. It is also been noticed that efficiency is degrading day by day because management are unable to fill the gap between the professional and personal lines of their employees which leads to the need of a process famously known as the "QUALITY OF WORK LIFE" for the better results in employees performance moreover employee satisfaction. In corporate world, having fun at work and improving quality of work life is important and a big link to improve employee engagement in organization and make them feel responsible towards their jobs and performance which in turn will increase the productivity vis-à-vis helps in retention. This article focuses on the importance of quality of work life in over all aspects of organization, its variables on the performance/happiness of employees in any organization.

KEYWORDS: *Quality of Work Life, Components of QWL, Professional Environment, Productivity.*

Introduction

In any organization human resource is the most planned delicate and situational resource for which the study of behavioral science is now the most demanding concept of research world. Work environment of every organization is directly or indirectly relates to the functioning, coordination and efficiently using of its manpower. This becomes a challenge which explores the need of broader acknowledgement of concepts of manpower and its tools and analyzes the necessity of the skills to use the tools in irrefutable manner. From past several decades many social scientist have a thoughtful concern about the quality of working life. The fundamental objective of QWL is to improve working environment from employee's point of view and in turn increase in organizational effectiveness for employer. Basically an organizational assurance should has some in root features which include recognition, trustworthiness, involvement, which affects many negative factors in a positive way like absenteeism, dissatisfaction, retention, lack of performance etc.

Quality of Work Life (QWL)

Researcher has heard a quote somewhere is "You trust the people you work for, have pride in what you do and enjoy the people you work with". In simple words it refers to the favorable and unfavorable situation in the working environment of an organization. There is a revolutionary change in the concept of scientific management which previously only focused on specialization and efficiency. In present era needs and wants of the workers are changing time to time. Management should redesign the jobs for the benefit of work life of employees which will draw positive impact on their personal life as well. Companies profit and its credibility linked to satisfaction of its employees. A company with not suitable QWL policy will face low productivity high turnover rate, low employee satisfaction and high cost with less quality of its product or service because of less efficiency of employee.

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Basically QWL has 3 parts- (i) occupational health care (ii) working time (iii) salary issue. An individual work life is said to be qualification if these 3 majors are satisfying him. A QWL is a relationship between all the factors of a working environment and employees. A Few Definitions Given by Eminent Authors on QWL are given below:

- **According American Society of Training and Development**

“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.”

- **According to Nadler and Lawler**

“QWL is a way of thinking about people, work and organization; 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.

- **According to Luthans**

“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”

- **According to Beinum**

“QWL is based on a general approach and an organization approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers. While the organizational approach refers to the redesign and operation of organizations in accordance with the value of democratic society”.

From the above definitions, it is viewed that QWL focuses on environment of work. All the factors of the workplace should be manage in such a manner that employees feel fully satisfied by the co-operation and support of their supervisors. QWL is considering as an umbrella in which more harmonized jobs are produced.

Objectives

Objectives of Quality of Work Life are mentioned as below:

- To reduce stress among employees.
- To motivate workers to learn more and more and make workplace environment healthy for them.
- From time to time introducing new and effective development programmes.
- Implementing better ways to form strategies according to internal-external changes.
- To build a progressive relation at the time of job and after the job.
- To enhance workers satisfaction, boosting their morale, analyzes and provide health and safety workplace with hazards measures.
- To improve communication at all levels of organization and build a sense of team work among employees.
- To enhance their productivity, commitment, and accountability towards organization.

Importance of Quality of Work Life

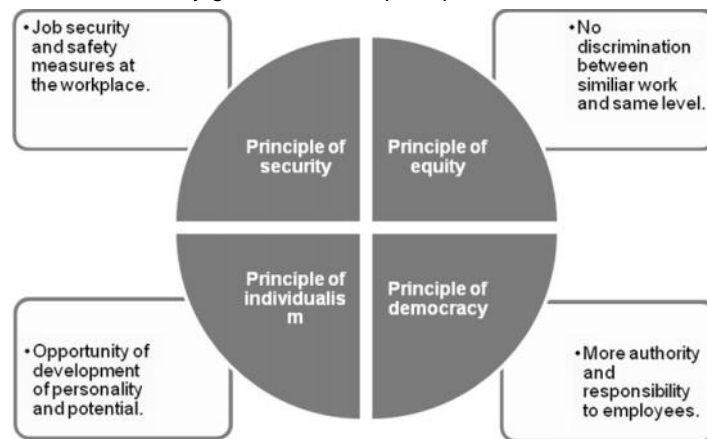
Now a day's many organization realize that giving importance to the problems and needs of employees can be beneficial for the company in terms of efficiency, quality of product, retention of employees, their satisfaction from job, and companies credibility in the market, which makes QWL an important of human behavioral study.

- A highly motivated employee leads to high productivity and efficiency. QWL motivates the employee to work efficiently for the organization as organization is paying attention on their needs and problems.
- Organizations which focus on the QWL have positive impact on the stakeholders as they disclose their policies, performance on the social issues. This increases their credibility among employees, suppliers and customers.
- It helps in increasing productivity by making such policies and programs which help workers to balance their lives on the job and off the job.

- QWL attracts and retain employees by providing them friendly-flexible working environment which satisfy their existing workforce and attract the new skilled workers.
- Flexible working conditions and a family-friendly environment shows low rate of absenteeism and less sickness leave rate as the employees enjoy their work with less stress and more safety measures.
- It helps in resolving the conflict that usually arises between family life and work life.
- Companies which follow QWL concept have employees with high degree of job involvement. They put their full effort to give best performance which develops a sense of achievement and recognition.
- Work time, salary, recognition, fun at work place is some factors of QWL which increases satisfaction level of workforce.

Principles of Quality of Work Life

N.Q Herrick and M Maccoby gives four basic principle of QWL:



Major Factors of Quality of Work Life

A well known thinker Richard.E.Watson gives 8 broad components or can call conditions that make a desirable QWL in employment. Those are as follows:

- In an organization there are different options about adequate and fair means of compensation. Fair wage can be defined as “the wages above the minimum wage but below the living age”.
- Maximum organization provides safety measures and healthy working conditions due to legal regulation and humanitarian needs which enlighten the self interest of employee.
- Opposing the traditional culture of work. QWL is a very improved concept which provides opportunity to the worker to exercise more control on his/her work and vis a vis participation in planning so that organization can get benefit from different ideas from different persons.
- Promotions get confined in case of either due to qualification barrier or because of fewer openings on top level. QWL to gives employees opportunity of regular growth by enhancing his capabilities, knowledge and providing time to time training. It gives opportunity for career growth.
- QWL also increase the level of social integration among the employees by sense of interpersonal frankness, social equality, brotherhood, and freedom from discrimination, supporting lower level workforce etc.
- Constitutional protection is provided to employees on many matters such as equality, freedom of speech, privacy, right to information, etc. QWL gives these protections in the working environment which somewhere links to the work satisfaction in employees.
- Due to QWL, there is a balanced relation between work- non work, family and social aspects of life. It bridges the gap between work life and personal life of an employee.
- There is a societal relevance of QWL. Connecting work life with society builds a sense of responsibility of a worker towards society and satisfies his self esteem.

Discussing above almost all major factors of QWL but somewhere still it suffers from some barrier as any other new concept suffers. Today there are many organizations that are still not aware of this concept and some scared from the unknown change of this effect. So management should find some ways and makes strategies for the effective implementation of QWL concept which provides benefit to both organization as well as employee.

Ways to Improve QWL

Work environment full of wellness and happiness not only increases efficiency and satisfaction of employees but also increases the productivity of an organization. Different ways to improve QWL are as follows:

- Manager should not keep full time watch on their employees, no one like to be watched every minute of their work time. Let them feel free to work, avoid micro-managing.
- Work teams should be from so that employees can plan, co-ordinate and control the activities and learn interpersonal qualities of achieving goals together. Salaries should be fixed on both individual and group achievement basis.
- There should be scope for career growth, employees should be counseled time to time so that they can think about path of their growth in career and can acquire more knowledge for their development and promotions.
- Management must redesign the narrow jobs with large target units so that workers can feel the sense of belongingness and can give their contribution in achieving the targeted goals.
- Supervisor/ managers always motivate their workers, recognize their work, and give them rewards on doing good work. These are some ways of keeping employees happy at work place and making them realize that their efforts and handwork is recognized by the top level.
- Job security is one of the most important factors in determinants of QWL. Fear of losing job anytime can affect the efficiency of a worker.
- Work schedule should be flexible. Alternative or flexible working hours, 5 days a week work, supervisor behavior and leadership style are some factors that should not be avoided.
- Management should give challenges to their workforce so that their enthusiasm and willingness to achieve goals can be maintained. They should correct them by identifying and evaluating the reason of some problem.
- A new concept food at your work place is a big factor attracting employees. It not only boosts the morale but also make employees appreciate company more. Free food has a powerful magic that gives an organization more credibility.
- Organizational justice, participative management, quality circle are some principle which should be taken care by the organization. They can have positive impact on employees and on their thought process.

Conclusion

Our half daily time is spent on work place which impacts our personal life. Hr has to focus on making workplace happier. Hr role is not only confined in making policies, setting remuneration or conducting interviews and training. An unhappy worker in the organization somehow effects its growth. So, hr role is somewhere to minimize the reason of unhappiness as it cant be completely eliminated. The above study has helped me out to bring close the concept of QWL and its measures. The study revealed the significance of QWL and its determinants in the current scenario of an organization which will create satisfaction among employees, provide effective performance, reduce turnover of employees and make them feel responsible towards management. Concluding the article researcher wants to mention "Hickman Life" six strategies for improving QWL.

- Development of career and paths
- Work design
- Reward system
- Design and maintaining group and inter group relations
- Practice of management
- Internal and external factor for strategies.

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