

Quality of Work Life: Emerging dimensions in Indian Industry

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Abstract: A high quality of work life (QWL) is an essential concept with having lots of importance in employee's life. Generally, in an organisation, the quality of work life can be assessed by opinions of employees on statements regarding quality of work life aspects.

In an organisation, if employees perceive good quality of work in return for their contribution to an organisation, then it is likely that employees will report higher levels of performance and job involvement. Employee satisfaction provides superior performance with greater attraction and retention of the best employees, which enhancing the ability of the organisation to deliver higher quality services.

It is the quality of relationship between employees, employer along with total work environment that mainly concern for the impact of work on individuals as well as an organisational effectiveness with the idea of involvement in organisational problem solves and decision making. In order to achieve organisational goal, individual goals have to be satisfied and for this quality of work life directly contributes to the utilisation development and achievement of human resources objectives along with organisational objectives. This study was based on the factors affecting quality of work life and the relationships between QWL and satisfaction of the employees in the Rourkela Steel Plant, SAIL.

Introduction

QWL is mainly focus on work environment so it is the responsibility of the management to provide such a work environment that conductive to good performance. The management should also provide a good working environment where fair compensation, safety and healthy environment are given and supervisors motivate the employees along with employees can work without stress.

With the spirit of appreciation, the management should sincerely invite their employees to suggest ways to improve their quality of work life and its operation. In one way we can say QWL is a set of objectives of organisational conditions and practices. In other sense we can say QWL is nothing but employee's perceptions that they are safe, relatively well satisfied and able to grow as human beings. QWL is a concept that helps an organisation to attract and retain employees. Better safe work environment, fair compensation, flexible work arrangements, job security, work-life balance and growth opportunities are the vital determinants of QWL in an organisation.

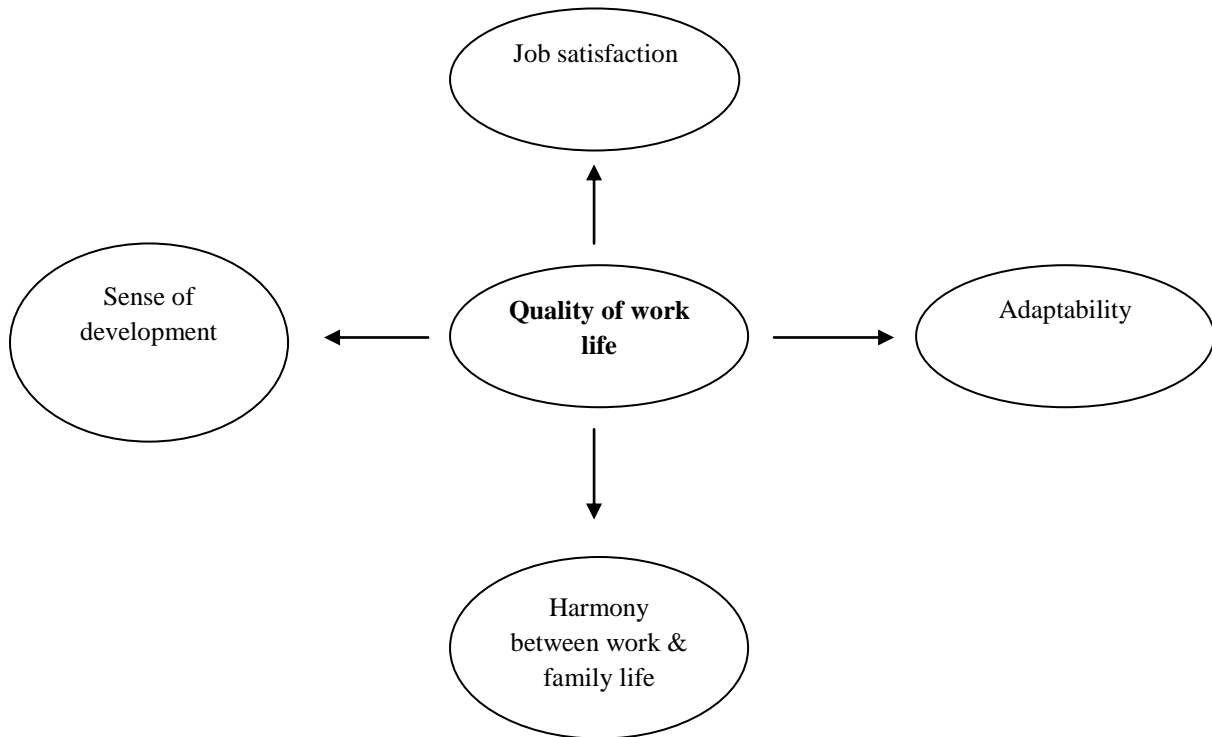
QWL emphasizing the human dimensions of work that was focused on the quality of the relationship between the worker and the working environment. QWL stimulates the employee job satisfaction which is essential for improving organisational and operational productivity. Because QWL programs can improve employee morale and organisational effectiveness. Through QWL, employee of an organisation is able to satisfy their personal needs by their work experience in the organisation.

QWL is nothing but perception about every aspect of work including economic rewards, job security, working conditions, career opportunity, decision authority and organisational as well as interpersonal relationships which are very meaningful in a person's life. Compensation plays are an important dimension in determines quality of work life in an organisation. It is the responsibility of the organisation to provide safe working environment which gives a sense of security and safety to him to work.

Objectives of QWL

- Enhancing employee satisfaction
- Improve productivity of employees
- Enhancing ongoing change of management.
- Provide better recruitment, retention process along with motivation of employees
- Reinforce workplace learning
- To create positive feelings improves physical and psychological health of employees.

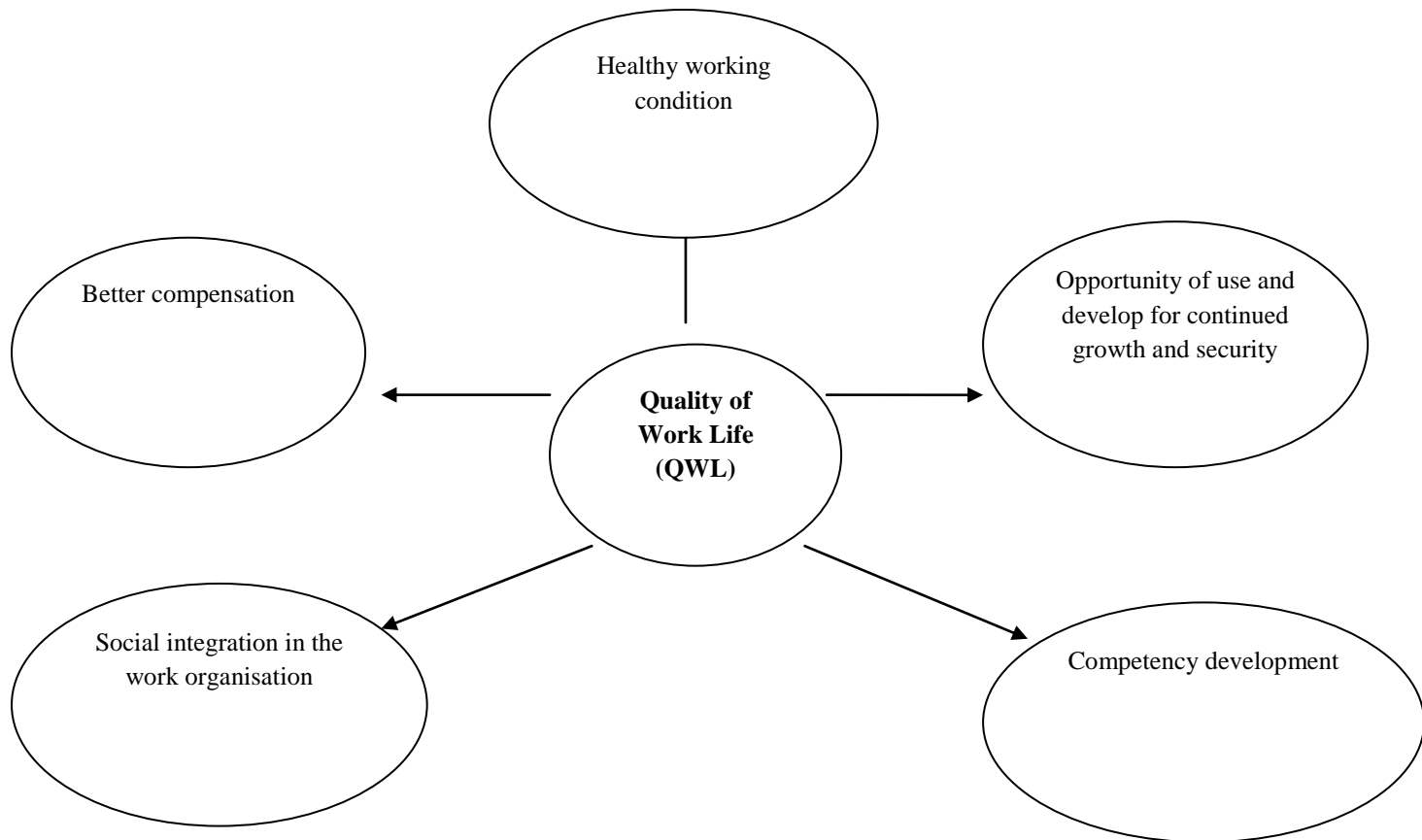
Impact/Significance of quality of work life on the workplace



(Compiled by Author)

QWL based on philosophy that employees are the most important resources an organisation can have an important concern for the creation of an environment. Because when employees become less satisfied then they are less committed to the goals of the organisation and this can have an impact on organisational performance. The compensation provided by the organisation helps in maintaining a socially desirable standard of living that means satisfied with the reward system provided by the organisation. Basically, working conditions come under hygienic factors of Herzberg's two factor theories of motivation. As such, theories do not motivate an employee, non-existence of good working conditions do dissatisfy him. QWL is mainly correlated with job involvement, motivation, organisational commitment, life satisfaction and job performance in positive way. And it is negatively related to turnover, absenteeism and stress.

The organisation makes performance appraisal on the basis of performance. Significance of good work life quality mainly comprises decrease absenteeism, positive employee attitude, increased productivity, and increased turnover, improving organisational effectiveness and competitive advantage, and employee gain a high sense of control over their work.



(A paradigm showing the practices of QWL)

Major benefits through the practices of QWL

- Providing job security
- Rewards and recognition
- Flexible work timings
- Open communication
- Career growth plans
- Job enrichment
- Increased employee participation.
- QWL- employee productivity

QWL is nothing but perception about every aspect of work including economic rewards, security, working conditions, career opportunity, decision authority and organisational as well as interpersonal relationships which is very meaningful in a person's life. Compensation plays an important dimension in determines quality of work life in an organisation. It is the responsibility of the organisation to provide safe working environment which gives a sense of security and safety to him to work.

The following techniques used for improving quality of work life i.e.

- Better work environment
- Participative
- Justice administrative
- Job security
- Career development
- Job redesign

The quality of work life holds prime importance in the life of a working individual. Various opportunities have been created to provide more conducive work environment to the employee. The quality of work life in a workplace environment can be enhancing by providing high quality attitudes persons; enhance

organisational support; encourage personal health etc. The objective of QWL is to create a positive attitude that increases productivity along with increase the effectiveness of the organisation.

- Satisfied with the working conditions provided by the company
- Satisfied with the working hour of an organisation
- Adequate and fair compensation
- Safe and healthy working conditions
- Feel free to offer comments and suggestions in work environment.
- Opportunity to use and develop human capacities
- Opportunity for career growth
- Social integration in the work force.
- Constitutionalism in the work organisation

QWL mainly emphasizes improving the human dimension of work by restructuring work, innovative reward systems, better work environment and implementing participative problem solving.

Major Dimensions of Quality of Work Life (QWL)

- Fair and adequate compensation
- Better organisational climate
- Continued growth opportunity
- Job security
- Social relevance of work
- Recognition for achievement
- Opportunity for creativity and innovation
- Opportunity to use and develop
- Well established competencies goals along with significance of work
- Top management support and stress control
- Better constitutionalism in the work organisation.

Literature Review

Abbasi et al., (2011), conducted a comparative study of quality of life and family performance in satisfied and unsatisfied groups of staff in industrial units. The findings also show that quality of work life has a positive relation to other variables in the organisation such as efficient performance, organisational commitment and job satisfaction.

According to Harrison (1985), QWL is a process of joint decision making, building mutual respect between management and employees which is concerned with increasing labour management co-operation to solve the problems, improving organisational performance and employee satisfaction. According to him, QWL is the degree to which the working organisation contributes to material and psychological well-being of its members.

Frederic,W.Taylor (1974) , observed that the burden of planning and designing the work should be removed from the shoulders of workers. Through his time and work study, division of labour and incentive schemes, tried to improve the quality of work life of employees. He suggested that incentive schemes and division of labour, significantly contributed towards quality of work life.

Beinum (1974) in his study of QWL says that “the quality of the content of the relationship between man and his task”. The relevant researchers lead us to the conclusion that quality of working life is the degree of excellence brought about by work and working conditions that contribute to the overall satisfaction and performance , primarily at the individual level and finally at the organisation level.

Walton,R.E.(1979) who has taken up extensive research on measuring the Quality of Work Life has made it easy and practicable with the eight factors/elements proposed by him.

According Lippitt, G.L.(1978), the term QWL mainly referring to the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others, to have a sense of personal usefulness to be recognised for achievement and to have an opportunity to improve one’s skills and knowledge.

Elisaveta,S. (2006) opinion that the QWL has the correlative relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment.

Need of the study

The study is limited to the workers of public sector companies and therefore the findings of the study cannot be extended to other areas. Personal bias of the response might have arisen while answering a few questions. Results of the study may not be generalised.

Objectives

The objective of the present study is mainly focused on the practices of Quality of work life in Steel Authority of India Limited (SAIL).

Methodology

Data source and Method of collection

The primary source includes observation in depth interview with the senior management, the people of the community around which the company operates. In this present study, a self developed questionnaire in the form of statements also used as the tool for primary data collection. And from leaflets, magazines and journal in relate to this, secondary data were collected.

Sample Size and Sampling

The collected data was analyzed appropriately. The researcher study is regarding to quality of work life. For the purpose of this study, the samples are selected from different strata of employees on random basis. The sample consists of 80 respondents from different hierarchy levels in different department of RSP. Proper attention has been paid in selection of the sample.

Tools and Techniques used

The important statistical tools and techniques used in the study: **Correlation, Reliability, t-test etc.**

Results and discussion

The present study has been conducted through own developed and validated attitude scale. The scale consisting of 20 items/statements were distributed among the respondents and collected back upon filled up by the respondents. An attitude scale with 20 items/statements describing the attitude of employees towards quality of work life practices.

In this study, the “split-half” method has been used for testing the reliability which was split into two halves on the basis of odd number(1,3,5,...) and even number(such as 2,4,6,...) of statement. The scores of even and odd items were recorded separately in order to calculate the correlation coefficient(*r*). Finally, to estimate the reliability (*r*) of the scale, the Spearman Brown Prophecy formula was used, where $r = 2r/1+r$. The reliability (*r*) of the present attitude scale has been found to be 0.828 or **0.82** which is nearly equal to 0.85. Now, the constructed scale may be considered as more reliable. Table-1 contains details of the calculation of reliability(*r*).

Table-1: Statement showing Calculation of Reliability (*r*)

Odd(x)	X	Square X	Even(y)	Y	Square Y	XY	Result
103	-6.6	43.56	104	-7.6	57.76	50.16	Correlation(r) =309.8/ Sqrt 384.2*500.6= 0.706 and reliability (r) =2r/1+r= 2*0.706/(1+0.706) =0.828= 0.82
100	-9.6	92.16	101	-10.6	112.36	101.76	
106	-3.6	12.96	121	9.4	88.6	-33.84	
117	7.4	54.76	116	4.4	19.36	32.56	
116	6.4	40.96	119	7.4	54.76	47.36	
121	11.4	129.96	120	8.4	70.56	95.76	
107	-2.6	6.76	104	-7.6	57.76	19.76	
110	0.4	0.16	109	-2.6	6.76	-1.04	
109	-0.6	0.36	107	-4.6	21.16	2.76	
108	-1.6	2.56	115	3.4	11.56	-5.44	
109.6 =112.4		384.2	111.6		500.6	309.8	

Moreover, the present study also attempts to find out if there is any significant variation in the attitude of employees towards QWL practices being conducted in Rourkela Steel Plant, SAIL. To examine the same a null hypothesis was formulated. The validity of this hypothesis has been tested through t-test.

Table-2: Significant difference in the attitude of employees in relation to QWL practices

Sl.no.	Items/Statements of QWL practices	Values of QWL practices	t-test	df	Level of significance
01.	QWL program mainly focus on employee skill development, the reduction of occupational stress and development of more cooperative labour management relations etc.	3.2	Variance=0.713 t =13.541	df=19 tabulated value=1.729 at 5% level	Significant at 0.05
02.	QWL of the employees can be improved by conducting more training for the employees.	2.6			
03.	With proper organisational commitment and personal effort, stress can be effectively handled.	1.4			
04.	High quality of work life is essential to attracts and retain its workforce.	1.5			
05.	For both the employees and organisation, quality of work life is considered that involved with productivity, job satisfactions , job enrichment etc.	2.4			
06.	Better safe work environment , fair compensation, flexible work arrangements, job security, work-life balance and growth opportunities are the vital determinants of QWL in an organisation	3.1			
07.	QWL is a concept that helps an organisation to attract and retain employees.	1.7			
08.	QWL is the sum total of physical work conditions, psychological and economic factors that affect the job	2.3			
09.	Satisfactory work life balance plays a vital role in the quality of work life. Work life balance mainly comprises flexible working hours.	3.1			
10.	QWL is a comprehensive program that is designed to increase employee's satisfaction.	1.6			
11.	QWL where there is proper balance between work and life, employees tend to put in their best efforts.	2.4			
12.	QWL emphasizing the human dimensions of work that was focused on the quality of the relationship between the worker and the working environment.	2.1			
13.	Better compensation enhance organisational quality of work life as employees are more likely to find job satisfaction along with they are more committed to achieving the goal of an organisation.	1.4			
14.	Pleasant working environment affects life at work, performance and motivation that enhanced organisational effectiveness.	1.7			
15.	Through QWL, employee of an organisation is able to satisfy their personal needs by their work experience in the organisation.	1.4			
16.	QWL involves the ability of an employee to have a meaningful daily work life satisfaction.	3.2			
17.	QWL stimulates the employee job satisfaction which is essential for improving organisational and operational productivity.	3.1			
18.	QWL is a reflection of the way of thinking about people, work and organisation involving a concern for employee's wellbeing and organisational effectiveness.	1.8			
19.	To create a good QWL, management should take into consideration the employees needs and improve working conditions.	1.7			
20.	QWL programs can improve employee morale and	1.5			

organisational effectiveness.				
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From above analysis we conclude that the calculated value t is 13.541 which is greater than the tabulated value of 1.729 ($df=19$) at 5% level of significance. Therefore, the hypothesis is rejected leading to the conclusion that there is a significant difference in the attitude of employees towards QWL practices in Rourkela Steel Plant. As the hypothesis is rejected which shows the quality of work life has significant impact on employee satisfaction. This study attempt to examine the perception of employees working in an organisation regarding the various aspects of quality of work life. The organisation should also make some steps to improve their quality of work life that in turn improve their employee morale.

Suggestion/Recommendation

- Give employee the freedom and responsibility in achieving work goals.
- Work place should be responsive as per employee's needs
- To satisfy the social responsibilities, flexible working arrangements should be made.
- Providing medical assistance.
- Better wages and remuneration
- Participation in decision making process
- Satisfied with the health care and medical facilities provided by the organisation
- Better team work

The quality of work life is a process in which organisation employees get an insight into how to work better together to improve both the quality of life as well as the organisational effectiveness.

Conclusion

In this dynamic environment, human resources are considered as the most important assets of the organisation. So in this context an assured good quality of work life not only attracts employees but also retain the employees. In order to achieve greater quality of work life, the companies must fulfil need and can go extra mile to retain employees as organisational success mainly depends on efficiency of labour. Regular effort is required by the organisations to provide employees more opportunities for their job effectiveness. The findings of the study reveal that the most frequent drivers are rewarded; management involvement, and job satisfaction, cohesion of work and life and employee motivation were found.

An organisation generally can improve the quality of working life through improving the nature and quality of communication of the mission and vision through employee participation. It can be suggested that emotional support at work place helps balance work and family roles because it contributes to the employee's energy level. Growth and career development of employee is the process that helps to maintain their skills and abilities to be required for future jobs also that provides clear path for climbing up the ladder in their job. Flexible work arrangements contributes to job motivation which enables employee to use time more efficiently by scheduling activities as per his situation based. In context to this, constitutionalism is right to express his opinion and to know what is happening in the organisation.

Quality of work life programs should be linked with such outcomes such as increased job satisfaction, improved employee performance to the extent that they develop employee participation and involvement and responsibility. Organisations need to be more flexible to develop their workforce in order to improve quality of work life to upgrade the employee's attitude towards their job and the working environment in the organisation. Quality of work life providing a positive interaction effect between physical and mental well-beings of employees towards increased productivity. As job dissatisfaction leads to lower employee engagement and higher turnover rates so to achieve an excellent quality of work life we should focus on the important parameters such as job satisfaction which is possible through improved quality of work life.

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