

The Impact of Quality of Work Life (QWL) on Employee Satisfaction

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Abstract:

Recent initiatives, including national programs, on “workplace innovation and development” in a number of European countries (e.g., Finland, Germany, Ireland, UK, Belgium, the Netherlands) claim improvement in the quality of working life as well as enhanced organizational performance with employee satisfaction. The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization.

Quality of work life and employee satisfaction in any organization is considered to be the most critical aspect. It is found that there are few facilities which are unsatisfactory, and few facilities are to be provided by the organization in order to maintain, retain the employees as well the high productivity of the organization. Hence the management has to look upon the facilities that are not available and is the points where employees are dissatisfied with unavailability of the facility.

Because of the facilities that are unavailable will lead for low productivity, stress, dissatisfaction, etc. At the same time it is observed that when the employees are provided with internal, personal, physical, spiritual working environments, will lead for higher productivity of the organization. This paper is attempted to understand the impact of QWL on employee satisfaction and organizational productivity.

Keywords: workplace innovation and development, quality of working life, organizational performance, employee satisfaction, productivity, facility,

Introduction:

There is a much about the quality every aspect viz. quality product, quality of material and inputs there in, quality of packing, quality of product development and quality of service. The quality of work life and quality of life, which is pivotal aspects in everyone’s work life. This also brings employee satisfaction.

You can obtain man’s physical presence at a given place, and a measured number of skilled muscular motions per hour or day. But the enthusiasm, initiative, joy, loyalty, you can’t obtain by devotion of hearts, mind and souls. Apart from this if the employee is provided with other extrinsic and intrinsic benefits then this will lead for high productivity and results in employee satisfaction too.

To introduce the hard practices in to the organization it is the important to have encouraging atmosphere. QWL is one of the most important factors, which leads to such favorable atmosphere. It produces more humanized jobs. It attempts to serve the higher order needs of employees are human resources that are to be developed rather than simply used

QWL leads to an atmosphere that encourages than to improve their skill. It also leads to have good interpersonal relations and highly motivated employees who strive for their development. QWL will ensure enthusiasm work environment with opportunities for every one to give is best. Such job will provide job satisfaction and pride to the company.

Objective of the Study:

1. To know the meaning of QWL (Quality of Work Life).
2. To identify the objectives of QWL.

3. To understand the relationship between QWL and employee satisfaction.
4. To know the measure taken by the organization to improve the quality of work life of the employee in the organization.
5. To study whether quality of work life motivates the employees to learn further for present and future roles.

Scope of the Study:

The world today is a world of revolutionary changes. It gives us a change to scan the 20th century and foresee the 21st century new challenges in various field are being accepted. The advantage of the information technology along with the industrialization in India demands a highly motivated, skilled and goal oriented work force.

Quality of work life has become the watchword in today's industrial scene, because when there is proper quality of work life for the employees it will lead to the satisfaction of the employees, and hence the scope of the study was to analyze quality of work life and employee satisfaction in present scenario and study its effecting developing the Human Resource and increase in productivity. This study is attempted to explore various dimensions of Quality of Work Life (QWL) and factors affecting QWL.

Concept of Quality of Work Life (QWL):

The term quality of work life appeared in Research journals and press in USA only in 1970s. It refers to the favorable or unfavorable aspect of a job environment for people working in the organization.

Quality of Work Life is becoming an increasingly popular concept in recent times. It means having a work environment where an employee's activity become more important by implementing procedures or policies that makes the work less routine and more rewarding for the employee. QWL is any conscious effort for improving working conditions, work content and its safety, security, wages & benefits etc.

QWL = The sum total of physical (working conditions), psychological and economic factors which affect the job.

In simple terms QWL refers to the extent to which the member of an organization finds the work environment conducive. It is concerned with improving labour-management co-operation to solve many organizational problems, achieving the desired level of performance and securing greater employee satisfaction.

Objectives of QWL(Quality of Work Life):

1. To attract and retain talents.
2. To prevent high level of employee stress and burnout.
3. To facilitate effective integration of work and personal life.
4. To foster greater job satisfaction, engagement and retention of employees, especially key personnel and best professionals.
5. To increase quality and productivity through higher job satisfaction.
6. To balance personnel / family and work related demands on an individuals employee for maintaining optimum levels of personal effectiveness.
7. To improve the standard of living of the employees.
8. To increase the productivity.
9. To creates a positive attitude in the minds of the employees.
10. To increase the effectiveness of the organization (Profitability, goal accomplishment etc.).

Ways to Improve Quality of Work Life:

1. Flexibility in Work Schedule:-

Employees want flexibility in work schedule. There may be three aspects of flexibility, viz., flexi time – a system of flexible working hours, staggered working hours – different time intervals for beginning and end of working hours and compressed work-week – more working hours per day with lesser number of working days per week.

2. Job Enrichment:-

Job enrichment attempts to design a job in such a way that it becomes more interesting and challenging so that the worker makes meaning out of that. The degree of job enrichment determines the degree of QWL.

3. Opportunity for Growth:-

An employee, particularly the achievement oriented one, seeks growth through his work. If the work provides him opportunity for personal growth and to develop his personality, he will feel committed to the-job and the organization

4. Providing stability of employment:-

Good pay and different alternative ways of providing better wages and stability of employment will help the work force to function better.

5. Participation:-

Participation in decision making, particularly on the matters directly concerned with an individual's working, has an important bearing on his satisfaction and performance. Higher degree of participation increases the QWL and overall organizational climate.

6. Grievance Procedure:-

When the organization allows the employees to express their grievances and represent their problems, their confidence in the management improves.

7. Organizational health Programme:-

These programmes educate the employees about health problems, means to maintain and improve health. This programme should also suggest physical exercise, diet control etc. Effective implementation of these programmes result in reduction of hospitalization, absenteeism, excessive job turnover, disability etc.

The factors that influence and decide the Quality of work life are:

1. Attitude
2. Environment
3. Opportunities
4. Nature of Job
5. People
6. Stress Level
7. Career Prospects
8. Challenges
9. Growth and Development
10. Risk Involved and Reward

Attitude: The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team- spirit.

Environment: The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

Opportunities: Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

Nature of Job: For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, tram engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss

of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, and abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

People: Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitivity.

Stress Level: All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, and a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress.

Career Prospects: Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

Challenges: The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

Growth and Development: If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

Risk Involved and Reward: Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; all said and done, reward is a key criterion to lure a prospective worker to accept the offer.

Quality of Work Life (QWL) & Employees Satisfaction:

Employee satisfaction is very important aspect for any organization in order to ensure its effective functioning. In today's competitive world we see organizations are spending lot of time and money on employee satisfaction in an effort to improve productivity, increase customer satisfaction, and also to help the organization needs. Executive should maintain a satisfied work forces, hence the employee satisfaction and QWL directly effects the company ability to properly serve its customers and if it is not measured. It cannot be effectively improved and maintained.

If the company which does not measured and improved the employees satisfaction may face increasing turnover, declining productivity from the people that remain, and limited ability to attract and retain qualified replacements. Dissatisfaction with working life is a problem, which affects all workers at one time or another. Hence the sustained vitality and profitability of the organization is clearly linked to the satisfaction of its work force. All the employees mostly feel they are working harder, faster and longer hours than even before and hence employees are attempting to determine what kind of investments in staff really payoff, and if there is no balance the stress of the employee leads to lack of commitment to the corporation, poor productivity and even leaving the company.

The problem of the employees can be solved by many methods employer should try to address the employee turnover and job satisfaction issues. The issue must be first determined in order to take effective action plan towards employees' satisfaction. Some companies take or implement by convinced focus groups and conducted employee satisfaction survey to find out their employees feel to determine what they can do to make their employee happy. Employers have found beneficial to allow work assignment for their employees. This is another way to improve employee productivity and morale. If we see the other alternative assignment even they are widely used today-they are telecommuting, flexi time, and alternative work schedule.

QWL to improve and eliminate job stress, employers can also make efforts to the aware of the workload and job demands, employer need to examine employee training, communication, reward system, coworker relationship and work environment. If the employees are given freedom to choose their own work schedules; quality and productivity of the work increases. Because of this opportunity given to the employee will also bring to the responsibility for finishing work within specified time. Non- financial rewards often have more impact than finance reorganization in attaining job satisfaction rewarding the employees is important. Job satisfaction can be improved by the recognizing the employees' performance through providing other works, benefits, and non-financial rewards. Job satisfaction is a motivator in work endeavors, and QWL is a key indicator of the overall quality of human experience in the work place. QWL expresses a clear way of thinking about people, their work, and other organization in which their career are fulfilled. QWL establishes a clear objective that high performance can be achieved with high job satisfaction. Unclear targets and objectives and poor communications can contribute to dissatisfaction and eventually lead to poor work performance.

Conclusion:

On the above discussion of, there is the significant relationship between employee satisfaction and the quality of work life is observed in this study. In terms of sustainable development, in countries, the success and effectiveness of organizations is quite important. One of the most important elements of providing success and effectiveness of organization that have the human resources is working effectively and efficiently. In this respect, "employee satisfaction" is one of the most important factors in raising the quality of work life in the "organization, employee productivity, the contribution for the organization, and the sense of belonging in the organization.

Motivation also plays an important role in business life. The work motivation increases the concern of the employee's job, and as a result of raising the quality of work life is an important factor that increases organizational efficiency. The higher motivation increases the contribution of the organization by raising the productivity of the employee. High rate of success of the organization by increasing employee motivation provided will be contributed to the country's economy. The employee satisfaction & higher motivation increases the productivity of employee, organizational effectiveness and quality of working life. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

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