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## THE INFLUENCE OF QUALITY OF WORK-LIFE ON CONTINGENT WORKFORCE

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### **ABSTRACT**

The term quality of work-life stresses two major goals: one, dealing with enhancing the effectiveness of an organization, and the other, improving employee's life at work. It is a process that enables everyone in an organization to take an active part in the workplace which leads to an increase in productivity and fulfillment of the goals of both the organization and the employee. A distinguishable characteristic of the process is that its goals are not simply extrinsic focusing on improving productivity and efficiency. Rather, it is also intrinsic which includes whatever the workers see as self-fulfilling and self-enhancing ends for themselves. A contingent workforce refers to a demand-supply of workers which is quite different from the traditional workforce. They are a boon for the changing economy which we are experiencing as they bring a varied set of skills tailor-made for the specific projects they are hired for. They are also known as a temporary worker, part-time, contractual, agency, etc.

Quality of work life is important for employees of every sector of the organization, and especially for the contingent workforce since they live in quite an uncertain environment. It affects their attitude towards their work. Through this paper, we have tried to shed light on how the quality of work-life being provided for contingent employees is different from a regular workforce as well as the adverse or positive impact their environments have on their productivity and job satisfaction in the organization. We have tried to develop a theoretical framework that focuses on the issues faced by the contingent workforce as very little or no attention has been paid to this segment through a large amount of the workforce belonging to it. This study will be based on secondary data and will include books, journals, periodicals, newspapers, magazines, articles, and relevant websites. Hence, this paper tries to deal with this extremely

important yet quite neglected issue.

**Keywords:** Quality of work-life, Contingent workforce, Job Satisfaction, Attitude, Morale, and Productivity.

## INTRODUCTION:

The purpose of human resource management is to optimize the role of every person in an organization which will help them to create a better work-life balance, enhance the productivity of the workforce, and will also boost the morale of an employee. Work is indeed an indispensable part of everyone's life, whether they are providing service, which may be temporary or non-temporary, or doing business. As also it has been estimated that one-third of the life of an individual is spent at the workplace. So, it is quite essential to work for improving the quality of work-life of every employee in an organization and to understand its various aspects which will aid in a better understanding of cause-and-effect relationships at the workplace.

Dissatisfaction at the workplace will affect the work-life of workers in some or the other way. The negative aspects such as frustration, anger, and boredom in employees will be a costly affair for both individuals and organizations. At every level, if the organization is always eager to reduce the dissatisfaction with the job, they would try to allocate resources to it but as this problem is complex and hence it is sometimes difficult to identify and isolate the attributes of QWL with limited resources. But since the profitability of every company is based on the satisfaction of those who are working there, if a company does not work for the satisfaction of employees may face a decrease in productivity, an increase in the rate at which employees impart from the organization and also declined in the ability to retain and attract qualified substitution. In the long run, this also becomes a costly affair itself. And for increasing productivity and stability in the place of work, the top authority needs to perform their duty towards the QWL of an employee.

Nowadays QWL has become one of the emerging topics for every sector. If effective policies are implemented, they will govern and lead to strategic human resource management. From the above discussions, we can conclude that the current scenario of business is to provide workflow of employment in a proper way through which employees can be retained in the organization. And when there is good practice in human resources it will ensure that workforce is more productive and satisfying.

QWL is an improvised system of Human Resource Management that try to design and grow a favourable environment for the workforce who are working at all levels. Its main focus is on the employee as it takes them as human being, not as a machine who performs work. QWL talks about the overall well-being of an employee in place of focusing on the job-related parts. Its main focus is on changing the whole climate of an organization by touching on the human aspect, making the organization think individually, and trying to change the structure and system according to the workforce. It grabs into account the needs of the workforce which are socio-psychological. The QWL cultivate a culture through which they are more committed to the organization guaranteeing higher productivity and a high satisfaction level of

employees. QWL is a general term in which it coats the feelings of the person and covers several aspects of work such as incentives (economic, non-economic), job security, interpersonal as well as organizational relationships, and conditions of work.

QWL does not divide the life of an individual suppose if its part is affected naturally, it will affect his/her professional front and vice-versa. If work-life is good, it will motivate everyone in the organization to work well and spend noble time at home. So, through this employer is making efforts to focus on the development and happiness of the workforce by motivating them and trying to lessen the level of stress without threatening the health of the company. For understanding QWL it is very important to understand its several aspects which are as follows:

- 1) **Job Satisfaction:** It means how much employees are self-motivated, pleased, content, comfortable, and satisfied at their workplace as well as with the work they perform. So, it is one of the important roles played by the management to make the job enriched and design it in such a way in which everyone in an organization is satisfied.
- 2) **Job Attitude:** When an overall area of work and its environment is encouraging it will naturally influence the attitude of workers towards their job. Thus, QWL will be improved.
- 3) **Morale and Productivity:** By building high morale such as encouragement to employees, an enriched environment, a good communication system, integration of the individual and organizational goals and certain welfare facilities provided to employees will eventually increase the productivity of employees, and the organization will lead to excellent work life.
- 4) **Job Security:** Employees during their employment wants stability if their future concern like work and income is secured their QWL will be enhanced.



Due to increasing economic pressure employers are also struggling and for it, they are relying more on

the arrangements of employment which is non-standard by increasing the number of independent contractors, workers on call, workers employed and paid by a temporary agency, and workers who work on a contract basis. And the contingent workforce is those who don't have a longer period contract, which is not clear and direct, their job cannot be continued in the future. And if we compare the protection provided to the contingent workforce they experience instability of job, their satisfaction for job and arrangement of employment is less as compared to regular employees. Because it is being said that they live in an uncertain environment and can afford few protections which depend on their arrangements of employment which leads to low earning and benefits they receive from their job is also less leads to low QWL.

## LITERATURE REVIEW:

- (Daly K 1987) through this study it can be concluded that a temporary contingent workforce hurts health, depending on the situation. They are continuously insecure about their job and feel not equally treated as the full-time workforce, difficulty in getting social support from co-workers as well as in case of establishing relationships too. There can be job conflict content and the work is not properly distributed as compared to pay. It is also clear from this study that the violation of employment is a key factor in whether contingent employees are healthy enough to work. And for an organization to be successful contingent work must fit into the strategy of the business. And to solve these problems organizations should implement a policy through which those who remain in jobs for one year at least will be employed as full-time employees in the future.
- (Van de Looij, F., Benders, J. 1995) concluded that wages are not an important factor in trying to recruit and retain employees in the workplace rather than making them satisfied regarding work content and labour relationships is important aspects to be considered. The most important topic in the strategy of employment is to create an opportunity for developing personal and professional development. Measures should be taken for the enrichment of jobs and education which can enhance skills needed for the profession and knowledge too, by which one will realize that their education and job content fit together.
- (Kompier et al., 2009) this paper concluded that enhancing the insight in connection to different types of contracts of employment and QWL, wellbeing, and health by understanding the connection of different contracts of employees which changes over time. Thus, it has been seen that smoking behaviour is making things worse for temporary agencies and workers on call and their engagement standard is deteriorating which leads to increased symptoms of depression and decreased satisfaction levels. For it, special care must be taken in designing a job and collecting the right human resource. And they should be treated as primary colleagues and not as a secondary one, try to provide clear information support, and feedback when needed. By which organization can stimulate upward change in career paths of every employee.
- (Yahya Al-Qutop, Mohi-Adden, et al., 2012) study suggest that the QWL is not only considered one of the most important aspects in the lives of people but at the same time it affects several Aspects

such as total quality of life i.e., wellness of members of the organization at every level either it may be considered for national, community, global or regional. There were several studies on QWL but very few have attempted to link it with the well-being of employees. This paper has made a clear attempt in providing guidelines to aid the organization to create and develop high QWL that increases the welfare, wellness, and good deeds which are not only concerned to members of the organization but also concerned to stakeholders and broader societies. Thus, high QWL will result in good performance, effectiveness, and innovation. Thus, organizations should nurture that part that will contribute more towards QWL. The manager should be more attentive and make changes as per the need.

- (Ward & King, 2017) study suggested that people in the organization want to perform those tasks which provide meaning to their life, but these organizational factors are not very clear. This paper concludes that experiences in life will nurture the meaning of life. Through performing proper work people can achieve valued goals and provide supportive connections. Thus, the future of research is to understand how work can contribute to the meaning of life.
- (Sofia et al., n.d.; van de Looij & Benders, 1995) this paper concludes that Quality of Work encompasses multiple objective and subjective dimensions, which may include labour income, job stability, job satisfaction, and social security. Some workers may become trapped in a vicious circle between informal jobs and non-standard formal jobs”, because informal workers who transit to formality tend to move to temporary jobs, with a high probability of falling back into informality.
- (Rastogi, Mansi, et. al. 2017) this study investigates the psychometric properties which are based on 7 need factors to measure the QWL. This study has a significant contribution to providing positive psychology which is less complicated and measured easily by the QWL which will help practitioners and behavioural scientists to examine the QWL of the workforce which will lead to better well-being and good outcomes in the organization.
- (Rathi& lee 2017) The purpose of this paper is to investigate the association of supervisor support with organizational commitment, turnover intentions, and life satisfaction, while also examining the mediating role of quality of work life (QWL) in these associations. This study suggests that QWL could be considered as an alternative mechanism explaining the relationship of supervisor support with organizational commitment, turnover intentions, and life satisfaction. In addition, the findings of this study suggest that organizations desirous to retain their key employees and improve their lives may benefit from HR interventions that focus on orienting and training managers and supervisors to be more empathetic and supportive to their subordinates.
- (Kim, Taegoo et. al, 2017) the basic investigation of this study is on the psychological capital on the recovery of performance in service and turnover. While selecting employees in an organization one should consider its psychological capital. Through the questionnaire, PsyCap positive human resources will be selected in the company. And by it, they can understand that the employee can perform properly in critical situations. And this will consequently lead to the healthy work environment
- (Aruldoss, Alex, et. al 2021) this study is mainly a contribution towards the managers who are working and to the management of human resources. For achieving organizational effectiveness this



study is focussed on the QWL and Work-life balance. It also works towards the welfare of society and the basic study was based on the balance of family and

- (Sahni, 2017) The purpose of this paper is to assess the Quality of work-life among female employees in the private sector in Riyadh, Saudi Arabia. The study intends to explore the significant factors constituting the Quality of work-life for female employees. The overall findings of the study are encouraging. The interpretation and specification of the quality of work-life and its effectiveness that were empirically examined in the present study must be regarded as tentative.
- (Mohamad & Mohamed 2012) say in their study that the impact of QWL on life satisfaction and service quality of nursing staff is delivering high life satisfaction and service quality due to the implications of QWL.

## **OBJECTIVES:**

1. To study how the quality of work-life being provided for contingent employees is different from a regular workforce.
2. To study the impact of QWL on contingent employees' environment.
3. To provide suggestions for improvement of QWL of the contingent workforce in the current scenario.

## **QWL PROVIDED TO CONTINGENT EMPLOYEES AND THE REGULAR WORKFORCE**

Many organizations, to reduce their labour costs, are scaling down the full-time workforce and increasing their contingent workforce which will help meet the demand of the global markets which is quite fluctuating nowadays. But for the success of contingent workforce employers should implement strategies to alleviate the adverse effects of temporary employment. If the organization is not working on improving the work-life it will offset the productivity and quality.

- 1) For reducing stress among the regular and contingent workforce the management must try to communicate its strategy of staffing to the core employees. For example, if proactive messages are being circulated to regular employees that hiring these employees is not a threat to the core employees rather it protects the loss of jobs in the time of recession, this will help them in accepting the role of a contingent workforce.
- 2) For reducing the stress of the contingent workforce which is caused by the insecurity of the job, the employer should try to consider the hiring of a few contingent workers for a longer time and also hire them again with additional contracts as and when possible. And sometimes establish a habit to hire excellent contingent employees as the permanent workforce.
- 3) Contingent workforce should be given the same level of autonomy as compared to regular i.e., they should be given chance to directly participate in decision making and responsibility getting part through which negativity of lack of control on the job can be minimized among the contingent workforce.

- 3) To minimize the tension related to underemployment, employers should make efforts to not employ those contingent employees who are overqualified. Because the rotation of low-skilled contingent workers may provide an opportunity to them for learning new tasks and to reduce the tension of repetitive work.
- 4) Employers should note that the research shows that workers who have chosen to do contingent work voluntarily are more satisfied with the contingent work arrangement than those who would have preferred regular employment. One might perhaps assume that other things being equal, the voluntary contingent workers would be more productive.
- 5) To avoid the stress created by feelings of inequality between regular and contingent workers doing the same jobs, employers should somehow differentiate the work being done by the two groups. For example, work could be differentiated by function, purpose, and time frame.
- 6) Employers should ensure that contingent workers remain employed only for the specified duration and do not become 'permanent temporaries' who will begin to feel unfairly treated.

### **GOOD IMPACT OF QWL:**

1. When in regards to the contingent workforce they seem to be on the lookout for better pay in a shorter interval, so any good economic prospect would work as a positive on productivity and job satisfaction as a whole.
2. Less absenteeism is one of the major positives of QWL.
3. When QWL is high it will enhance the quality of work and consequently if one properly performs work, it will add meaning to the life of the worker, and eventually, the organization will flourish.
4. If an organization is working toward the well-being of the workforce, it will make an employee happy and hence their attitude towards the job will be positive.

### **PROBLEMS WITH DEVELOPING GOOD QWL:**

1. Oftentimes the sheer focus on paying for individuals and it is such a priority serves as a negative. People do not do their best when they feel that reward and recognition are lacking.
2. Even with good policies cultural differences and people issues create problems.
3. If jobs are dead with no scope for further growth it leads to non-commitment and demotivation.
4. If the workforce is managed via intimidation, then that could lead to dissatisfaction and a lack of commitment.

### **SUGGESTIONS**

1. Job enrichment: We all live our lives wanting progress or some value addition to our roles. While this isn't something that can be easily provided a little effort could go a long way. In places like Okinawa, Japan people work all their lives and never really retire, and one of the key factors driving that would be

that they find their jobs as enriching and quite essential parts of their lives.

2. Environmental comfort: This is one of the very basic requirements of any setup in place. If given environmental comfort it ensures continuity of supply of good and dedicated workforce.
3. Supervision system: A good supervision system would any day be a plus as it helps find fault in the current working system while preventing any kind of negative activities or abuse from happening.
4. Opportunities for self-development: Companies like Starbucks have always helped employees in turning their life around by working on the subject. Once an employee of a Starbucks franchise mentioned how the company's learning opportunities helped him become successful while very early on, he was at most a delinquent.
5. Flexible working hours
6. Formation and study of focus groups can help in streamlining data regarding this large workforce and result in positive debate and discussion.

## CONCLUSION:

When one tries to understand QWL in a better way as it is an indispensable part of any organization to enhance its productivity and help manage its employees better, there are several important factors that one may come across. If the organization and employees are obligated towards the workplace and strive for a better balance in the workplace there has to be a focus on a healthy environment and work-life quality. This eventually helps in improving factors like employee morale, productivity, level of satisfaction, overall health, well-being as well as attitude towards work. This helps in streamlining the focus of the organization and in the long run, it is a much better use of its resources with the multifold return. The employees take lesser leave, and the continuity and flow of work are least interrupted. The clear bifurcation among employees and contingent workforce also sometimes provides clarity to objective roles provided to people in their respective roles. If there is ever want of a switch from a contingent workforce to a permanent one, they may see it as progress. Finally, it can be concluded that when QWL is excellent it will result in the happiness and health of every employee, and with it, turnover will be enhanced, decisions taken by the workforce will be more sensible, and will also ensure the attraction of young and potential talent in an organization. This will contribute to the betterment of the contingent workforce.

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