



# A STUDY ON QUALITY OF WORKLIFE

NARNI NAVYA

Final MBA-Department of Management Studies

Sri Vasavi Engineering College Tadepalligudem, WG Dist, AP, India

MADDIPATIPUJITHA

Final MBA-Department of Management Studies

Sri Vasavi Engineering College Tadepalligudem, WG Dist, AP, India

TAMMINEEDI SAI SRI DIVYA

Final MBA-Department of Management Studies

Sri Vasavi Engineering College Tadepalligudem, WG Dist, AP, India

## ABSTRACT

A high quality of work life (QWL) is essential for organizations to continue to attract and retain employees. QWL is a comprehensive program designated to improve employee satisfaction. 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, a good organizational culture, remuneration policy, career development, and relative facilities can lead to a satisfied employee mindset which ensures the overall organization productivity.

**Keywords:** Quality of work life, job performance, employee satisfaction.

## INTRODUCTION

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. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal life.

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. The quality of one's working environment is seen as an alternative to a management style that emphasizes control. 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.

### **Definition:**

**According to J. Lloyd Suttle** (The Vice Provost at Yale University: Quality of work life is “the degree to which members of a particular organization are able to satisfy important personal needs through their experiences in the organization”).

**According to the American Society of Training and Development:** "Quality of Work Life is a process of work organization that enables its members at all levels to participate actively and effectively in defining the organizations' environment, techniques, and outcomes. It is a value-based method that aims to achieve the dual objectives of increasing organizational effectiveness and raising employee quality of life at work.”.

An organization can respond to employee desires by building mechanisms to let people fully participate in the decisions that shape their lives at work through the QWL process. Wheeler and Hunger assert that emphasizing enhancing the human aspect of work is a key component of the Quality of Work Life. They should make an effort to raise QWL by implementing collaborative problem solving, reorganizing the workplace, implementing novel reward structures, and enhancing the working environment.

## OBJECTIVES OF QUALITY OF WORK LIFE:

- To boost each person's productivity, responsibility, and dedication.
- To foster improved communication and teamwork.
- To raise employee morale.
- To enhance the workplace's safety.
- To improve workplace education.

## IMPORTANCE OF QUALITY WORKLIFE

Many businesses discover that attending to employee requirements can enhance their productivity, employee loyalty, and brand reputation.

- **Increase productivity:**

Programs that assist individuals in finding a balance between their professional and personal lives can increase productivity. Employees' external stress can be reduced when a firm acknowledges and supports their commitments, interests, and pressures through its stated beliefs and practices.

- **Ensuring Employment:**

Employees are a lot more at ease and capable when they believe their jobs are secure. They gain assurance that even if something goes wrong by accident, their job won't be in jeopardy.

- **Increased Employee Participation:**

Participating in discussions, strategies, and feedback is a way to improve their quality of life and contribute to a given role.

- **Reduce Absenteeism:**

Absenteeism is minimal at businesses with flexible or family-friendly work policies. As demands are effectively managed, sickness rates decline. Instead of taking unscheduled vacations, employees have more effective ways to resolve work-life difficulties.

- **Job Satisfaction**

Engagement at work results in commitment and fulfillment. A high level of job satisfaction is experienced by those whose employers look out for their best interests. Thus, job output increases.

## OBJECTIVES OF THE STUDY

- To study factors influencing quality of work life.
- To understand and review various studies related to quality of work life by using secondary source of data.

## RESEARCH METHODOLOGY

Data that has previously been published is referred to as secondary data. More people than just the researcher who published it might find it valuable. The gathering of secondary data comes from a variety of sources. The secondary data for this study was gathered through websites, manual records, and textbooks, journals, magazines, articles and media reports.

## REVIEW OF LITERATURE

Quality of Work Life is the existence of a certain set of organizational conditions or practices. This definition frequently argues that a high quality of work life exists when democratic management practices are used, employee's jobs are enriched, employees are treated with dignity and safe working conditions exist (**Shefali Srivastava, Rooma Kanpur Assistant Professor, (Axis Colleges)**). QWL is "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work" (**Robins,1990**).

Quality of Work Life (QWL) is a broad concept that incorporates an individual's wellness at work and the degree to which work experiences are satisfying, rewarding, and free from stress and other detrimental personal effects. (**Anshul Jaiswal**)

There is a significant relationship between job satisfaction and quality of work life. Job satisfaction is found to carry more weightage in explaining the relationship among job satisfaction, job involvement and job security with quality of work life. (**Koonmee et al. (2010)**).

**According to Stein (1983) and Reid (1992)** have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the category of external rewards, which in addition to pay includes promotion or position, and rank or status.

**Richard and J. Loy (as mentioned in Subrahmanyam et al., 2013)** claim that QWL refers to the extent to which members of a work organization are able to meet significant personal needs as a result of their experience there.

Indian bank managers rated job intricacy as the most appealing aspect of their positions, according to

**Sekran (1980).**

The idea behind quality of work life is that people are the most important assets of an organization since they are dependable and responsible and contribute significantly to achieving its objectives. As a result, they should be treated with respect and dignity. The existence or absence of equity and justice in financial benefits, career possibilities, and democracy is determined by the quality of one's working environment.

**According to Stein (1983) and Reid (1992)** have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the category of external rewards, which in addition to pay includes promotion or position, and rank or status.

**Frederick Taylor and Elton Mayo** in their theories suggested that human is important in determining firms' performance. While both have different ways of looking at human aspects, with Taylor being more quantitative, while Mayo focused more on human as well as environment, their ideas on appreciating human as a person is valid. The current development on QWL is further enhanced by the Maslow's need hierarchy theory and, Herzberg's Two factor theory, McClelland three needs theory and Alderfer's) and spillover effect (Sirgy Efraty, Siegel & Lee, 2001).

**Hyman and Summers (2004)** in their study have identified seven key factors that are connected to the current work-life balance concerns. The lack of developing policies at the organizational level, the restriction of employee influence over the creation and operation of policies, and the fact that policies are largely designed to fulfill business needs rather than those of employees are some of these. have identified seven key factors that are connected to the current work-life balance concerns. The lack of developing policies at the organizational level, the restriction of employee influence over the creation and operation of policies, and the fact that policies are largely designed to fulfill business needs rather than those of employees are some of these.

QWL is the Favourable conditions and environments of the workplace that addresses the welfare and well-being of employees. (Knox and Irving).

Results of a study conducted by Parker et.al (2003) have indicated that psychological climate

Perception have reliable relationship with employees work attitude psychological well being motivation and performance their study has shown that climate perception have stronger relationship with employees work attitude as manifested by satisfaction.

## QUALITY OF WORK LIFE IN VARIOUS INDUSTRIES:

The idea of quality of work life is the idea of engagement in organizational problem-solving and decision-making, care for the impact of work on individuals as well as on organizational effectiveness, and the quality of relationships between employees and the overall work environment. Level of Work The workplace is where employees spend most of their time. It is the management's duty to create an environment in the workplace that encourages excellence. To avoid this possibility, management should create a positive working environment where employees can complete tasks without stress, where necessary information is made available, adequate and fair compensation is provided, the workplace is safe and healthy, and the supervisors inspire employees to do their best work. Management is present in every firm.

- **Quality Of Work Life in India's Scenario:**

In actuality, Indians are diligent, hardworking, and completely aware of their tasks, responsibilities, and aspirations. When compared to other nations, they have a high sense of morale and group orientation. However, a sizable portion of employees choose to keep these traits at home. They don't bring these traits to work with them. They are not the only ones to blame for this deficiency. These traits are not utilized by the management of their companies. The firms will be able to accomplish their goals with the aid of a proper understanding of their workforce. In addition, India's labour productivity is very low when compared to other Euro-Asian nations.

The main causes of this situation are as follows: 1. India is a developing nation that is undergoing significant change.

- **Quality of work life in MSMEs:**

Wages and salaries, training and development, career development, recognition, safety precautions, job content, and working environment are significant QWL factors for employees in SM, whereas career development and working environment are significant QWL factors for employees in micro enterprises. When compared to employees of micro firms, employees of SM show a larger impact of QWL elements on the quality of the services provided. Career development and work environment are the QWL aspects that have the greatest impact on the employees' level of service quality. Career growth, recognition, security, safety precautions, interpersonal relationships, job content, and working environment are the QWL elements that have the greatest impact on job satisfaction among SM employees.



## • Quality Of Work Life in Manufacturing Industries:

QWL is practiced in most of the developed countries; however, in India, where there is a wide gap between employed and the unemployed, QWL is yet to be taken up seriously in many of the sectors. Multinational companies operating in India have implemented the practices that have greater impact on the productivity and general well-being of the employees.

• As expected, a significant gender parity among those working in the manufacturing companies is seen. These companies employ more men than women with 81% men working in this sector. On the other hand, an almost equal distribution of men and women were found to be working in the service sector. This is also effects the qualityof work life.

## FINDINGS:

1. QWL is the Favourable conditions and environments of the workplace that addresses the welfare and well-being of employees.
2. In order to maximize the advantages for enhancing the human component, QWL comprises efforts to achieve synergy among the technological, human, organizational, and societal demands (the factors of work environments).
3. QWL is a multidimensional factor such as job satisfaction, adequate pay, work environment, organizational culture etc, these factors affects on the employee performance, productivity, absenteeism, retention rate etc.

## CONCLUSION:

A contented worker will have lower turnover, make wise judgments, and help the company achieve its objectives. A guaranteed high standard of living at work would not only entice young and fresh talent but also keep existing experienced talent. The quality of an employee's working environment can influence a variety of factors, including timing, output, the number of leave days available, etc. Effective management of work-life balance is essential to ensuring that all employees are functioning at the top of their game and are free from stress and strain. Therefore, it is the responsibility of the business to put its people first and enhance their quality of life at work in order to stop attrition, absenteeism, and a loss in worker productivity.

## REFERENCES:

### Books

[1.] Gupta, C.B., —Human Resource Management, Sultan Chand, 1999

[2.] Prasad, L.M, —Human Resource Management, Sultan Chand & Sons, 200

## Journals

- [1.] William, L.J. and Anderson, S.E., (1991), “Job Satisfaction and Organisational Commitment as Predictors of Organisational Citizenship and in- role Behaviours”, *Journal of Management*, 17(3), pp.601-617.[7]
- [2.] Wound, N., (1996), “Job stress and quality of working life among working women” *Bangladesh Psychological Studies*, 6 (1), pp.31-37.[9]
- [3.] Winter, R., Taylor, T. and Sarros, J., Trouble at Mill (2000), “Quality of Academic work life issues within a comprehensive Australian University”, *Studies in Higher Education*, 25 (3), pp.279-294.[8]
- [4.] Worrall, L. and Cooper, C.L., (2006), “The quality of working life: Managers’ health and wellbeing Executive Report”, *Chartered Management Institute*
- [5.] Chan, Kawai and Thomas A. Wyatt (2007), —Quality of Work Life: A Study of Employees in Shanghai, China, *Asia Pacific Business Review*.
- [6.] Rethinam, Gunaseelan and Maimunah Ismail (2008), —Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals, *European Journal of Social Sciences*.
- [7.] Normala and Daud (2010), —Investigating the Relationship Between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms, *International Journal of Business and Management*.