



EMERGING ISSUES OF WORK AND QUALITY OF WORK LIFE IN ORGANIZATIONS

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Abstract

The quality of work life depends upon making regular attempts from an organization, which provides their employees with more facilities and opportunities so that they can work more effectively in their organization. Quality in an organization is defined as an advantage, as a value, as determination of conformity and as meeting customer's expectations. Good quality of work life is necessary for an organization to attract and to retain skilled and talented employees. Employees are the most important assets of any organizations and its success or failure depends on their effective performance and commitment. The quality of work life initiatives are very important for the business organizations in order to survive in the competitive global market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees, Motivated employees and satisfied customers are the backbone of any successful organizations. This paper focuses on the significance and the advantage of quality of work life and suggest measures to develop the quality of work life in the organizations.

Keywords: Motivation, Enhancement, Job Environment, Empowerment, Job Satisfaction.

Introduction

Most of the organizational changes require major restructuring, resulting in sweeping life changes for a number of employees. Typical changes that negatively impact a portion of the employees are salary cuts, loss of benefits, downgrading in job position, job loss or relocation to another city, state or country etc. people resist change because they believe that they will lose something of value or fear they will not be able to adapt to the new ways. It's a significant change to their daily routine, which is deeply emotional because it threatens their level of safety and security. The conception and the nature of work have undergone frequent changes over the years. During the 20th Century, workers wrestled to safeguard their right to determine how and when they would work. This is the great age of cooperatives, strikes and political movements led by small artisans and technicians who are defending individual methods of working against the factory and company system. As the 20th Century progressed, workers were gradually trapped within the formal economy of jobs and factories, and tussled to control the amount of labor they would have to give to the system in order to live. This is the age of the struggle for the eight-hour day, for weekends off, holiday and sickness pay, of a decent wage and guaranteed employment. Quality of work life can be defined as the environment at the work place provided to the people on the job. QWL programs is the best dimension in which employers has the responsibility to provide congenial environment i.e. excellent working conditions where people can perform excellent work also their health as well as economic growth of the organization is also met. The quality of personal life is always reflected in professional life and vice versa. Now a day to retain the employees in the organization providing healthy QWL is the key factor. In earlier times QWL means only job enrichment. In addition to improving the work system, QWL programs usually emphasize on development of employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations. Dissatisfaction with working life affects the workers some time or another, regardless of position or status. The frustration, boredom and anger common to employees can be costly to both individuals and organizations. Managers seek to reduce job dissatisfaction at all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify the attributes which affect the quality of working life. Profitability of a company is linked to satisfaction of its work force. A company that does not measure and improve employee satisfaction may face increasing turnover, declining productivity and limited ability to attract and retain qualified replacements. Employee satisfaction and quality of work life directly affect company's ability to serve its customers. Efforts towards QWL measurement help in efficient and effective allocation of resources to enhance productivity and stability of the workforce.



The components of Quality of Work Life may vary from organization to organization, individual to individual but some of the basic components are

- Free communications
- Reward system
- Employee job security
- Career growth Workers
- participation in decision making of the organization
- Opportunities
- Stress level

Evolution of Quality of Work Life

The Quality of Work Life refers to all the organizational inputs that focus at the employees' satisfaction and enhancing organizational effectiveness and performance. Walton R.E. (1973) attributed the evolution of Quality of Work Life to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in job and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Emphasis was on 'job security, due process at the work place and economic gains for the worker'. The 1950s and the 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity, and the possibility that improved human relations that would lead to enhancement of productivity. Attempts at reforms to acquire equal employment opportunity and job enrichment schemes also were introduced. During 1970's, the idea of QWL was evolved, according to Walton, as a broader concept than the earlier developments, and something that includes the values, human needs and aspirations. An international conference was held at Arden House, New York in 1972. It dealt in detail with the practice and theory of democratization of work place. In this conference the term "Quality of Working Life" was introduced, and the International Council for Quality of Working Life (ICQWL) was formed to facilitate research on and action for Quality of Working Life. During 1972 to 1980 the concern for QWL gained momentum, and assumed the proportion of a movement. Some of the members of ICQWL wanted to hold another International Conference, during the 1980s. In Canada, QWL researches were gaining attention; and a weekend meeting was organized in Toronto in 1980 to discuss ICQWL's proposal. The first open International Conference was organized in Toronto in August 1981 on Quality of Work Life. A large number of managers, union representatives and academicians, attended the conference. Jenkins (1981) observed that the Toronto conference demonstrated that the Quality of Working Life is becoming an important issue of the ongoing organizational reality to enhance the Quality of Work Life of employees.

In recent years there has been increasing concern for QWL due to the following factors:

- Increase in education level and consequently job aspirations of employees;
- Association of workers;
- Significance of human resource management;
- Widespread industrial unrest;
- Growing of knowledge in human behavior, etc.

Objectives of the Study

- ✓ To study significance and issues of quality of work life
- ✓ To identify dimensions and factors in the environment of an organization that leads to QWL

Methodology

This is a descriptive study and the data collected from the various secondary sources like magazines, research journals, books and online sources etc.

Review of Literature

- Nadler, D. A. and Lawler, E.E. (1983) defined QWL as an individual's perception of and attitudes towards, his or her work and the total working environment. In simple words, QWL can be defined as an individual's evaluative reactions to satisfaction with his/her work and the total working environment.
- Beukema, L. Groningen *et al.* (1987) expressed that QWL is defined as the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the degree of power an organization gives to its employees to design their work.
- Havlovic, S.J. Scobel, D.N *et al.* (1991) expressed that the QWL include job security, better reward systems, higher pay, opportunity for growth, and participative groups among others.
- Wibowo, Susilo Ari. 2014. Pengaruh Quality of Work Life (QWL) dan Motivasi terhadap Kinerja Pegawai Kecamatan di Kabupaten Kulonprogo D.I Yogyakarta. *Jurnal Bisnis Teori dan Implementasi*, Vol. 8, No. 1, Pp. 84-96.
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Significance of Quality of Work Life

- Enhance stakeholder relations and credibility:
- Increase productivity
- Attraction and retention
- Reduces absenteeism
- Improve the quality of working lives
- Matches people who would not otherwise work with jobs:
- Benefiting families and communities:
- Job involvement
- Job satisfaction:
- Company reputation

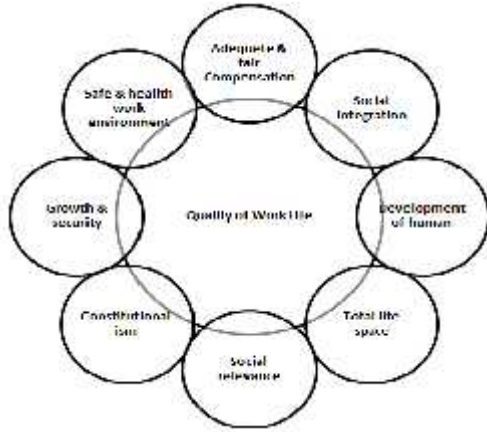
Basic issues and barriers of Quality of Work Life	
<ul style="list-style-type: none"> ▪ Well being and health ▪ Job Satisfaction ▪ Employees development ▪ Designing of job ▪ Develop careers ▪ Flexible work schedules ▪ Participative Management ▪ Administrative problems ▪ Technological changes 	<ul style="list-style-type: none"> ▪ Gap between the actual and required changes ▪ Regional problems ▪ Performance appraisal ▪ Promotions ▪ Incentives ▪ Comparison with colleagues ▪ Designations

Advantages of Good Work-life Quality

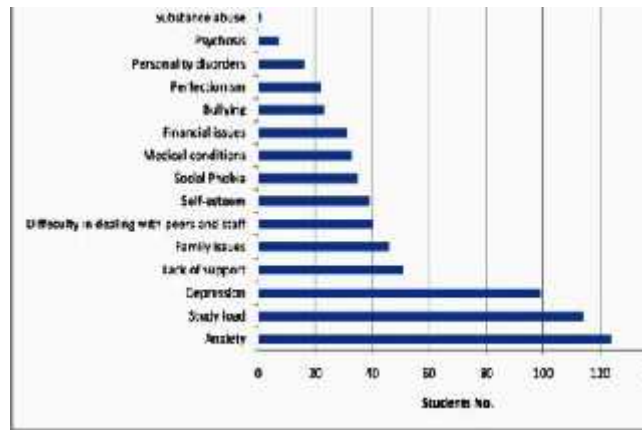
- Decrease absenteeism and increase turnover,
- Less number of accidents,
- Improved labour relations,
- Employee personification,
- Positive employee attitudes toward their work and the company,
- Increased productivity and intrinsic motivation,
- Enhanced organizational effectiveness and competitive advantage, and
- Employees gain a high sense of control over their work.
- improvements in employee mental health and well-being
- more engaged staff

- greater employee loyalty, commitment and motivation
- staff less likely to leave

Components of QWL



Different Types of Stress



Problems in Improving the QWL:

- Poor reward and recognition:
- Dead-end jobs:
- Managing by intimidation:
- Negative working environment:
- No job security:
- Negative attitude:
- Organizational Commitment
- Compensation of Employees
- Reward system
- Job security

Measures to Improve the Quality of Work Life Are Flexibility on job Environment

Flexibility on job means flexible working hours, no fixed working hours, different time intervals etc. By this flexibility in the job can be introduced. Job enrichment focuses on designing the job in such a way that becomes more interesting and challenging so that it satisfies the higher level needs. Security of job should be provided to the employee to make him feel committed and loyal to the organization

Grievance handling and Participative Management

The disciplinary procedure, grievance procedures, promotions, and transfer matters should be handled with of justice, fair and equity. Employees should be allowed to participate in management participative schemes which may be of several types. The most sophisticated among them is quality circle.

Fair Compensation and Healthy working conditions

There should be a just and equitable balance between effort and reward. The compensation should help the employee in maintaining a socially desirable standard of living and should be comparable to the pay for similar work elsewhere. Several factors must be considered for determining such compensation, e.g., ability of the organization to pay, demand and supply of labor, cost of living, productivity of labor, job evaluation, etc. Quality of work cannot be high unless the work environment is free from all hazards detrimental to the health and safety

of employees. Reasonable hours of work, cleanliness, pollution free atmosphere, risk free work, etc. are the main elements of a good physical environment for work

Career opportunity and Social Integration

The work should provide career opportunities for development of new abilities and expansion of existing skills on a continuous basis. Social Integration in Work Force The worker should be made to feel a sense of identity with the organization and develop a feeling of self-esteem. Openness, trust, sense of community feeling, scope for upward mobility, equitable treatment is essential for this purpose. There should be proper balance between work life and personal life of employees. The demands of work such as late hours, frequent travel, and quick transfers are both psychologically and socially very costly and detrimental to quality of work life.

Challenges faced in work places	
<ul style="list-style-type: none"> • Problems with colleagues • Unwillingness to acknowledge problem • Lack of integrity • Uncertainty • Regulatory changes • Problems with Superiors • Unwillingness to acknowledge the problem 	<ul style="list-style-type: none"> ▪ Fear of globalization ▪ Technological advancements ▪ Mergers & acquisitions. ▪ Change in leadership. ▪ Change in organizational culture. ▪ Times of a crisis. ▪ Data entry problems

Factors contributing to job dissatisfaction

- Workload, inability to deliver quality of care preferred,
- Balance of work and family,
- Shift work,
- Lack of involvement in decision making
- Professional isolation
- Lack of recognition,
- Poor relationships with supervisor/peers,
- Role conflict
- Lack of opportunity to learn new skills
- Poor working environments
- Resident aggression

Conclusion

The impact of technology, competition has changed the style of work environment. The business organizations running their unit more than the working hours specified by the Govt and due to this reasons the employees of the organizations are facing lot of problems at their work place and losing their personal family life. The challenges and the competition has been increasing every and the stake holders of the organizations are implementing the unfair practices like extra working hours, less salaries, business targets, no increments. This types of practices are depressing the employees and leads to stress and strain in their day to day life's. Quality of Working Life deals with not only one area but it has been observed as incorporating a hierarchy of concepts that includes work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. Quality Of Work Life had a positive and significant influence on job satisfaction and job motivation of employees in every business organization.



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