

QUALITY OF WORK LIFE(QWL):CONCEPT AND LITERATURE REVIEW

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ABSTRACT

Various theoretical constructs were employed to research employee's experience of working life. The Job satisfaction and personal satisfaction brings overall comfort for the employee and that reflects in positive growth of the organization. In this perspective QWL concept has gained importance in recent years. This is a measure that gives 360 degree view of the employee's level of satisfaction on different parameters. We have here discussed some major definitions and identified factors that affect workers level of performance and job satisfaction. This paper attempted to review on various literature of QWL and tried to define factors that contribute to job satisfaction and satisfaction in personal life domains.

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Introduction

Workers are precious element of any organisation. This is agreed in almost all the studies that, for long-term growth of organisation satisfaction of employee are crucial. As per our analysis Employee satisfaction is possible when there is satisfaction at Job and satisfaction at personal level. QWL is not only affecting job satisfaction, it also affects satisfaction at other life domains like family life, leisure life, social life, financial life, and so on. Danna and Griffin (1999) view QWL as a hierarchy of concepts in which life satisfaction remains at top of the hierarchy, job satisfaction at middle of the hierarchy, and work-specific facet satisfaction at the lowest of the hierarchy.

Definations

The term "quality of work life" (QWL) was first introduced in 1972 during an international labor

relations conference (Hian and Einstein, 1990). QWL aims to provide better working conditions and excellence in almost all stages of working life. It intends to give a better life to all employees within and outside the organisation. Quality of Life is the combination of experience of worker at social, health and security, economic and financial conditions which affect overall human and social development. Different authors put forward this term in different ways. Some of these definitions are cited here

According to J. LioydSuttle, "Quality of work life is the degree to which employees of a work organization are able to satisfy their personal needs through their experiences in the organization."

"QWL is reflection of degree to which a person enjoys the important possibilities of his/her life. Possibilities result from the opportunities and

limitations one is having in his/her life and indicates the interaction of personal and environmental factors. The Three major identified life domains are: Being, Belonging, and Becoming. The conceptualization of these domains was developed from the excerpts of various writers. "-- Quality of Life Research Unit, University of Toronto

According to Blue stone, "QWL means ensuring and improving organizationaleffectiveness, work restructuring, job enrichment, workhumanisation, group work concept, labour management cooperation, worker's involvement, co operative work structure etc. It means bringing to the work place the maximum of democratic life style, a balance between the need of production and need of workers for self fulfilment.

Rethinam and Ismail (2008) define QWL as the effectiveness of the work environment that transmits to meaningful organization, and personal needs in shaping the values of employees that support and promote better health and wellbeing; job security, job satisfaction, competency development, and balance between work and personal life.

Robbins defined QWL as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decision that determines their lives at work (Kheradmand et al, 2010).

Many authors, psychologists and management consultants accorded that it is difficult to define the term quality of work life; rather QWL is a concept that has to do with the well-being of employees (Lawler, 1975; Davis and Cherns, 1975; Sirgy, Efraty, Siegel and Lee, 2001). This is also agreed that quality of work life is not merely job satisfaction; it is only one among its many aspects (Davis and Cherns (eds.) (1975). The QWL construct is complex as it comprises of both physical and mental wellbeing of employees (Lawler, 1982).

The definitions of QWL focus on the satisfaction of the individuals and their work environment. It also covers the aspect of well-being of employee, balance between work and personal life, involvement in management decision making, compensation, Job security, professional career growth, co-worker and supervisor, satisfaction of personal needs etc. Hence, QWL is a collective construct of job linked factors and beyond job factors that brings overall satisfaction to worker.

Literature Review

QWL as a concept has been studied by different scholars since 1972 and the importance of the concept experienced after 90s. Researchers have identified this as one of the important tool for overall satisfaction of employees and discussed various models of Quality of working life which include a wide range of factors. Here studies at different sectors of industry are reviewed

1. RavneetRehan and R.S Arora (2014)made study on Overall Quality of Work Life and Gap Analysis on Punjabi University Teachers. They analysedQWL considering 15 factors of teachers well being. In these fifteen factors, job related policies provide more satisfaction to the respondents and salary is the second best factor that gives more satisfaction .They found that there exists a significant gap between the perceived satisfaction and perceived importance of the respondents with regard to the factors of QWL. Overall satisfaction score shows a moderate satisfaction of the respondents and requires improvement in quality of work life of university teachers.

2. PrethiVijaiMadhavan and VenkataramanRaju (2013) on their study in IT sector used dimensions of job and career satisfaction, working condition,general well-being work life balance, career prospects and compensation and training and development. The results depicts that employee relationship is positively correlated to all the factors of QWL.Hence it is concluded that relationship between management, employee and peer is having significant impact in the work life of employees.

3. Sorabsadri& Conrad goveas (2013) studied onsustainable quality of work life and job satisfaction among employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi- square used for the data analysis. The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees' perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

4. S.Jerome (2013), in his study analysed the quality of work life of employees at Jeppiaar Cement pvt ltd, Perambalur. This study analyzed different factors that influence the quality of work life viz compensation,

safety and healthy working condition, opportunities for use and development of skills and abilities, work environment social relationship, welfare measures, job satisfaction and overall quality of work life. It was found that there is no significant relationship between the age, educational qualification, income of the respondents and their overall quality of work life. However, majority of the respondents were in high level of job satisfaction.

5. Dr. A. VALARMATHI and Dr. Hema Bhalakarishnan made a study on QWL of Nurses working in Hospitals in Coimbatore. Sample size was 100. They found 1) Nurses were not satisfied with salary and loan facility, 2) there is positive correlation between employee employer relation and relationship with colleagues, 3) There is significant difference in the mean opinion for safety and there is no significant difference in the mean opinion for opportunity with regard to the experience among the varied age group

6. Rita Funnell (2010) studied about quality of working life of registered nurses in Victoria's public hospitals and the findings identified that the organisational and professional issues that need to be addressed more effectively relate to: the culture of the work environment; the pressure of work; nurses' health and safety; the skills and attributes of unit managers; financial and other rewards for nurses; and policies and practices that promote an acceptable work/family fit. This study identified the need for an increase in rewards and benefits for nurses and also indicated an urgent need for more career development and advancement opportunities to be established for nurses.

7. D. Vijayalakshmi and V. Loganayaki (2013) studied QWL of employees of Telecom Industry in Coimbatore. The study found that there was significant relationship i) between educational qualification and growth and development of employees, ii) between self-motivation and working conditions of the employees and there is significant difference between the educational qualification and the interpersonal relationship. Further, they found that employee having less year of experience find it difficult to balance their work life and growth opportunities are available for qualified employees.

8. Mohammad Baitul Islam (2012) studied quality of work life of employees in private limited companies of Bangladesh and the outcome of the research is that six out of seven factors (work load, family life, transportation, compensation policy and benefits,

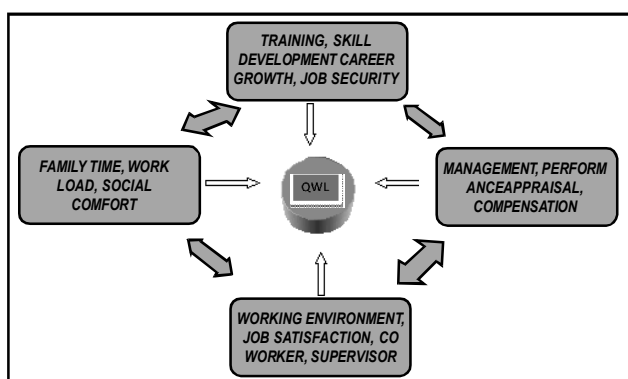
working environment, working condition and career growth) have significant influence on quality of work life. The study concluded that an appropriate organization culture, compensation policy, career growth and relative facilities can lead to a satisfied employee mindset which ensure the overall organization productivity.

9. Md. Mostafizur Rahman, Md. Rostam Ali & Md. Farijul Islam (2014) made a study on QWL among workers of commercial bank in the Northern region of Bangladesh on seven scales i.e: Compensation and other remuneration, Work features and working environment, Career opportunity and growth, Social recognition and integration, Occupational stress and target, Constitutionalism in work organization and Quality of work life. The conclusion found that there is positive correlation between the dimensions of QWL and they are interrelated. QWL and its dimensions are moderately significant and descriptive study reflected that QWL is not strong in those banks.

10. M. JOSEPH SIRGY, DAVID EFRATY, PHILLIP SIEGEL and DONG-JIN LEE in their paper on "New Measure Of Quality Of Work Life (QWL) Based On Need Satisfaction And Spillover Theories" (Social Indicators Research 55: 241-302, 2001) have identified new measure of QWL based on both need satisfaction and spillover theories. The study suggests that paying attention to the different aspects of QWL which are related to employees' needs for communication and opportunities for career advancement; and work-family life balance would result in them achieving high Life satisfaction (LS) and deliver reliable and empathetic services. Findings of this study also suggest that LS and Service Quality (SQ) are the outcomes of nurses' QWL. Nurses with high QWL appear to achieve high LS. Nurses with high QWL also appear to be delivering high SQ. The findings support the Spillover Theory that explains the effect of one life domain (QWL) on other life domains (LS and SQ). However, LS has no significant influence on SQ.

11. Johnson, Stephen K. (1999) analyzed the performances, in terms of growth and profitability, of the QWL companies and S&P 500 companies. The results indicate that QWL companies enjoy higher growth rates than that of S&P 500 companies and the differences are statistically significant. However, they also found that QWL-98 companies have a higher sustainable growth rate than S&P 500 companies.

It is quite evident from above studies that quality of work life affects the individual productivity at work and also having significant impact on personal life. Factors of QWL like Compensation, Co Worker, Management, Appraisal System, Working environment, training & development, health & safety measures, Job security and family time are having significant impact on employee decision to stay or leave the organisation. All above study on QWL were undertaken at different locations, different sectors of industry/service and different type of occupations to check whether QWL is having any impact on Employee, employer or organizational growth. In all these reviewed cases it is seen relation of QWL with all other factors of study is positive and factors of QWL having significant impact on Employee.



Dimensions Of Qwl

Conclusion

QWL is one of the most important organizational equipment to improve organizational performance and to reduce employee turnover. It is a multidimensional construct and needs to be applied for job satisfaction, job design and job enrichment. The productivity study of QWL is difficult to quantify, but studies at different level have acknowledged the positive impact of it on productivity. QWL is an excellent tool for HR managers to frame policies and the scope is enormous to examine each aspect of QWL.

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