



## QUALITY OF WORK LIFE: AN ANALYSIS

Mulakala Srinivas\* Gone Rajesh\*\*

\*Asst Professor, Vaagdevi Institute of Management Sciences, Bollikunta Warangal.

\*\*Asst Professor, Vivekananda Institute of Technology and Science, Karimnagar, Warangal, Telangana .

### Abstract

Work is an integral part of everyday life, as it is our livelihood or career or business. On an average we spent twelve hours daily life and it is the one third of our entire life. Research on quality of work life is considered to be more important at the individual and organization level. Quality of work life is considered for both the employees and organization and it is involved with job satisfaction, productivity, job involvement, job enrichment etc. The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. This study is made attempt to analyses the "Quality of work life". In order to improve quality of work life, various coping techniques have been suggested to upgrade the employee's attitude towards their job and the working environment in the organization.

**Keywords; Quality, Business, Work Life, Productivity, Job, Environment.**

### Introduction

Quality of work life Movement initially a loosely organized network of a few dozen academics in the early 1970's, the QWL Movement had grown by the 1980's into an international grouping of trade union officials, personal managers and social scientist generally. QWL will have direct and indirect relationship with the economic and social well - being of large portion of population which lies beyond the domain of Industry. Improved QWL naturally helps to improve the family life of the employees and world also improves the performance of the Industry/ enterprises. This article reviews the meaning of QWL, various definition of QWL and determinant of QWL based on the reviews. Improving the Quality of Work Life, barriers and Issues of QWL described. However, there is positive and significant relation ship between QWL and employees' job satisfaction. QWL practice involves acquiring, training developing, motivating and appraising for the best performance of the employees as per Organizational objectives. QWL provides for the balanced relationship among work, non -work and family aspects of life. We therefore, have undertaken this study influence of workers QWL

### II) Statement of the Problem

Employees at the grass root level experience a sense of frustration because of low level of wages, poor working conditions unfavourable Terms of employment, by their superiors And the like where as managerial personnel feel frustrated because Of alienation over their conditions of employment, inter personnel Conflicts, role Conflicts, job pressures, lack of freedom in work, Absence of challenging work etc....

Job discontent and job pressures have their substantial effect on employees health in the form of reduction in general happiness increase in smoking drinking and putting on excess body weight etc....Frustration weight also be due to absence of recognition , tedious work, unsound relations. This can be improved by better quality of work life.

### III) Definition

QWL improvements are defined as "any activity, which take place at every level of an organization, which seeks great organizational effectiveness through enhancement of human degree and growth... a process through which stake holders in the organization – management ,unions and employees learn how to work together better....to determine for themselves what actions ,changes and improvements are desirable and workable in order to achieve the twin and simultaneously goal both the company and the unions".

According to Richard E.Walton, 'QWL is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

Quality of work life (QWL) concerns about employee commitment morale and skills during a period of downsizing, organization full bought and rapid technologies change recognizing the achievement of missions and goals require high performing employees to address work force issues balancing personal & professional live is a challenge that we must meet balance, in my view, makes us more successful in all aspects of our lives.

Human resource departments are involved with efforts to improve productivity through changes in employee relations. QWL means having good supervision, good working conditions, good pay and benefits and an interesting, challenging and rewarding



job. High QWL is sought through an employee relations philosophy that encourages the use of QWL efforts, which are systematic attempts by an organisation to give workers greater opportunities to affect their jobs and their contributions to the organisation's overall effectiveness. That is, a proactive human resource department finds ways to empower employees so that they draw on their "brains and wits," usually by getting the employees more involved in the decision-making process.

#### **IV) QWL Program Have Been Found To**

- Improve work place morale
- Encourage employee commitment
- Support recruitment
- Encourage retention
- Enhance productivity
- Reduce absenteeism and
- Maximize staff resources.

#### **Criteria for Measuring Quality of work life**

Richards E. Walton explains QWL in terms of right broad conditions of employment that constitute desirable QWL .the proposed the sense criteria for measuring QWL .there criteria/conditions include:

- Adequate and faire compensation
- Safe and health working conditions
- Opportunity to use and develop human capacities

#### **Opportunity for Career Growth**

Opportunities for promotion are limited in case of all categories of employees either give to educational barriers or limited openings at higher level QWL provides opportunities, knowledge and Qualification .

#### **Social Integration in the Work Force**

This can be established by creating freedom from prejudice, supporting primary work groups, a sense of community inter personal openness, egalitarianism and upward mobility

#### **Constitutionals in Work Organization**

QWL provides constitutional protection to the employees only to the level of disability on such matters as privacy, free speed, equity and due process.

#### **v) Specific Issues in QWL**

Trade unions claim that they are responsible for the improvement in various facilities to the workers where as management takes credit from improved salaries benefits and facilities.

#### **Pay and Stability in Employment**

Good pay still dominates most of the other factors in employee satisfaction. Various alternative means for providing wages should be developed in view of increase in cost of living index, increase in levels and rates of income tax and profession tax. Enhancing the faculties for human resources development can provides stability to a great extent.

#### **Occupational Stress**

Stress is a condition of strain on one's emotions, thought process and physical condition .it is determined by the nature of work, working conditions, working hours pause in the work schedule.

**Worker's abilities and nature and match with the job requirements.** Stress is caused due to instability, hypes excitation or depression, unstable behaviour, fatigue stuttering, trembling psychosomatic pains, heavy smoking and drug abuse stress adversely effects employee's productivity. The hr manager, in order to minimize the stress, has to identify, prevent, and tackle .the problem. He may arrange for the treatment of the problem with the health unit of the company.

#### **Organizational Health Programs**

Effective implementation of health programs result in reduction in absenteeism, hospitalization disability, excessive job turnover and premature death. They should also cover relaxation, physical exercise, diet control etc



### **Alternative Work Schedule**

Alternative work schedules including work at home, flexible working hours. Staggered hours, reduced work week, part time employment that may be introduced for the convenience and comfort of the workers.

### **Participative Management and Control**

Workers feel that they have control over their work, use their skills and make a real contribution to the job if they are allowed to participate in creative and decision making process.

### **Recognition**

Recognizing employee as a human being rather than as a labour increases the QWL. Participate management award and reward system, congratulating the employee for their achievement, job enrichment, offering prestigious designation to the jobs , providing well furnished and decent work place offering membership in clubs or associations , providing vehicles or some of the means to recognize the employees.

### **Congenial Superior and subordinate relationships**

Harmonious supervisor worker relations give the workers sense of social association a sense of belongings; we should not ignore the impact of social relations at the work place the productivity resulting from this.

### **Grievance Procedure**

Workers have a sense of fair treatment' when the company gives them the opportunity to ventilate their grievances and represent their case succinctly rather than settling the problems arbitrarily.

### **Adequacy of Resources**

Resources should match with stated objectives; otherwise, employees will not be able to attain the Objectives. This results in employee dissatisfaction and lower QWL

### **Seniority and Merit in Promotions**

Seniority is generally taken as the ba for promotion in case of operating employees. Merit is considered as the basis for advancement for managerial people whereas the promotional policies and activities should be fair and just in order to ensure higher QWL.

## **VI) Methods to Improve QWL**

### **Flex time**

The employees are given freedom to choose their own work schedules, the quality and productivity of their work increases.

### **Flexi place**

Flexi place gives an employee the freedom to select the location of work. This kind of arrangement requires a formal commitment between the employer and the employee.

### **Alternative work schedule**

This helps employees work for a certain number of hours every day, though the schedules differ from the traditional work schedule.

### **Part time employment**

This option has fixed days hours each week or flexible schedule. Part time employees work for less than 35 hour per week.

### **Compressed work week**

CWW helps employees the week from five to two, three or four days depending on the work number of hours they do the work.CWW results in lower turnover, increased satisfaction and employee morals, decreased overtime.

### **Job enrichment**

The program redesigns employee jobs to give freedom and responsibility in achieving their work goals.

### **Job enlargement**

This program aims at making an employee's job more challenging and rewarding by adding more duties and tasks to the existing ones. The increase the employees self esteem and satisfaction.



## **VII) Strategies to Improve QWL**

### **Self managed work teams**

These are also called as autonomous work groups or integrated work teams, they are found with 10 to 20 employees who plan co-ordinate and control the activities of the team with the help of a team leader who is one among them.

### **Job redesign and enrichment**

Jobs can be redesigned to later the changing needs and thereby help employees in increasing their worth. Jobs redesigned enrich and satisfy the higher order human needs.

### **Effective leadership and supervisory behaviour**

Organization should aim at adapting the most effective, style of the leadership and a congenial leadership between both the managers and supervisors is essential.

### **Career development**

Provision for career planning, communicating and counselling the employees about the career opportunities, career path, education and development and for second career should be made.

### **Alternative work schedules**

This provides for flexibility in working hours and part time jobs. This will also helps working couples and students security. This is one of the most important motivating factors and tops the employee's priority list and needs to be adequately taken care off.

### **Participative management**

This creates sense of pride and responsibility among the employees organization adopt various strategies in this regard "Quality Circles" being the most popular among them.

## **Conclusion**

Organization should focus on the benefit that are aimed to words self improvement of the employees. Organization need to maintain the appropriate balance of work. Opportunity for career growth should improve. Benefits provided by the organization are very good to satisfy the employee personal needs. Teamwork in the organization is very good. Organization should focus on the training sessions in order to motivate the employees. Organization need to provide scope for the employee development. There is no discrimination at work place. The relationship with superior at workplace is good. On the whole the quality of work life good.

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