

Quality of Work Life

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Abstract: In modern era, it has been observed that stress management has become one of the most substantial concepts in the professional environment. It is also seen that working efficiency has degraded to some extent as professionals are unable to maintain a balance between their personal and professional lives. This difference has made organizations to formulate such policies that lead to better job performance which results in job satisfaction moreover employee satisfaction. This degree of satisfaction has been referred to as **QUALITY OF WORK LIFE**. Quality of work life is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. This study focuses on the subjective matter of QWL i.e. its key elements like job security, job performance, employee satisfaction etc.

I. INTRODUCTION

Motivation and quality work life are viewed as an alternative to the control approach of managing people. The QWL approach considers people as an ‘asset’ to the organization rather than as cost. It believes that people perform better when they are to participate in managing their work and make decision. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organization needs to concentrate on job designs and organization of work. Further, today’s workforce is realizing the importance of relationship and is trying to strike a balance between career and personal lives. Successful organization support and provides facilities to their people to help them to balance the scales. In this process, organization are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time alternative work schedule, compressed work weeks, telecommuting etc; are being adopted by these organization. Technological advances further help organization to implement these programs successful organization are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, and committed workforce which aims to achieve organization. The future work will also have more entrepreneurs and they will encourage and adopt QWL programs. Motivation is a characteristic that helps to achieve the goal it is the drive pushes you to work hard. It is energy that gives you to get up and keep going even when things are not going in your way. Employee motivation is the level of creativity that a company’s workers apply to their jobs. In this competitive business environment, finding ways to motivate employees has become a big risk for many managers. In fact a number of different employees theories and method of employee

motivation have emerged. Employee motivation can sometimes be mind full if such pitfall, for the effect of the low employee motivation on small business can be devastating. Some of the problems associated with unmotivated workers include complacency, declining morale and widespread discouragement. If to continue this problem can reduce productivity, earnings and competitiveness of the firm.

II. MEANING

Quality of work life has gained deserved prominence in the organization behavior as an indicator of the overall of human experience in the work that it expresses a special way of thing about their work, and organization in which careers are fulfilled.

QWL basically is about employee involvement, which consists of methods to motivate employees to participate in decision making. This help to building good relation the project give emphasis on uses of quality circle by Motorola, which helps in solving many quality and people and related problems

III. MOTIVATION

According to DUBIN, “Motivation is the complex forces starting and keeping a person at work an organization Motivation is an important factor, which encourages person to give their best performance and help in reaching enterprise goal. A strong positive motivation will enable the increased Output of employees, but a negative motivation will reduce their Performance. A key element in personal management is motivation. Motivation is a psychological phenomenon, which generates with an individual.

IV. MOTIVATIONAL TECHNIQUES

Every management tries to select a certain motivational techniques, which can be employed for improving performance of its employees. The techniques may be suitable employed in one concern; others may be useful in another concern and so on motivational techniques may be classified into two categories, i.e.; financial and nonfinancial categories. Both categories of motivations are very important.

1. Financial Motivation

Financial motivation may be in the form of more wages and salaries, bonus, profit sharing, Leave with pay, medical reimbursement, company paid insurance or any of the other things that may be gives to employees for performance. The economists says that most manager consider money and financial incentives as important motivators.

2. Non-Financial Motivation

These motivators are in the nature of better status, recognition, participation, job security etc. They are other than financial motivators. Some of these motivators are as follows;

- **Recognition:** Every person wants to be recognized by his superiors. When he known that his superior know his performances, then he will try to improve it more and more. The recognitions may be in the form of word of praise, a letter of appreciation.etc. the recognition may be for better output, saving the time, improving quality of products, suggestion for better way of doing things.....etc.
- **Participation:** Participation implies physical and mental involvement of Peoplein decision-making process. It satisfies ego and self esteem doubt that of the people Know the problems they will face and their possible solution.
- **Status** It refers to a social status of a person and in satisfies egoistic needs Management may create some status symbols in the organization.
- **Competition:** In some organization competition as motivator. Various person are gives certain objectives and everybody tries to achieve them head of others. There may be praise, appreciation letters and financial incentives to

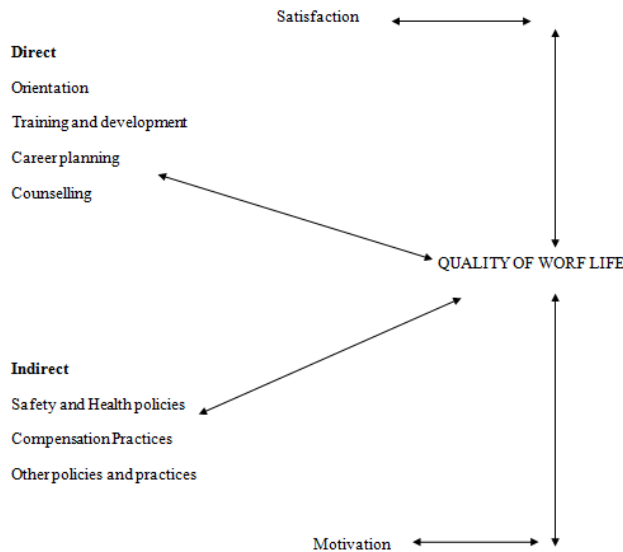
these who reached the goal first. The competitions encourage person to improve performance.

- **Job Enrichment:** It has been recognized as important motivator by Various researchers. The job is made more important and challenging for the work. The Employee will also perform the management functions of planning and control so far as the Work is concord. Motivation techniques help the managers in applying the concept of motivation. These help to link theories into practice. After studying the various theories of motivation, the next important point is to how a manager should make use of these Theories. For this purpose a number of motivation techniques and programs that have Gained acceptance in practice. A few of them are as follows

- MANAGEMENT BY OBJECTIVES(MBO)
- JOB ENRICHMENT
- JOB SATISFACTION

V. ROLES OF THE HUMAN RESOURCE DEPARTMENT

The role human resource department in QWL efforts varies widely. In some Organization, top management appoints an executive to ensure that QWL and efforts occur throughout the organization in most cases, these executives have a small staff and must rely on there on human resource department for help with employee training, communication, attitude survey feedback, and similar assistance. In other organization, the department is responsible for initiating and directing the firm's QWL and productivity effort. Perhaps the most crucial role of the department is winning the support of key manager. Management support- particularly top management support appears to be an almost universal prerequisite for successful QWL programs. By substantiating employee satisfaction and bottom-line benefits, which range from lower absenteeism and turnover to higher productivity and less accident, the department can help convince doubting managers. Sometimes documentation of QWL can result from studies of performance before and after a QWL effort. Without documentation of these results, top management might not have continued its strong support.



VI. QUALITY OF WORK LIFE-HUMAN IMPLICATION

“One cannot do right in one area of life whilst he is occupied in doing wrong in another. Life is one invisible whole” – Mahatma Gandhi

How true and difficult is to paraphrase the profound truth contained in the words of the greatest human beings of the modern world. The harsh reality of modern life is the Quality of Work Life (QWL) has taken a beating because most of us are working harder than ever. On average people in the developed countries spend an astonishing 14 to 15 hours a day against the accepted 8 to 9 hours. What is every disturbing is that the trend is on the rise. Burn out; stress leading to health hazards is the natural offshoot. The concept of lifetime employment or job security through hard work has been declining since more and more people are on short-term contracts and lack of security of long-term employment.

VII. EMPLOYEE COMMUNICATION

Information is the engine that drives organization. Information about organization, its environment, its products and services, and its people is essential to management and works. Without information, managers cannot make effective decisions about markets or resources, particularly human resources. Likewise, insufficient information may cause stress and dissatisfaction among workers. This universal need for information is met through an organization's communication system. Communication system provides

formal and informal methods to move information through organization so that appropriate decisions can be made.

All organizations have human resources communication systems. Most organizations use a blend of formal, systematically designed communication efforts and informal, ad hoc arrangements. For convenience, most of these approaches can be divided into downward communication systems, which exist to get information to employees, and upward communication systems, which exist to get information from employees.

VIII. EMPLOYEE COUNSELLING

Counseling is the discussion of a problem with an employee, with the general objective of helping the worker either resolve or cope with it. Stress and personal problems are likely to affect both performance and an employee's general life adjustment; therefore, it is the best interest of all those concerned (employer, employee and community) to help the employee return to full effectiveness. Counseling is a useful tool to help accomplish this goal. This success rate counseling program often is substantial. Counseling is strictly a confidential relationship, and records of it should be restricted to persons directly involved in solving the counseling problem. These practices are necessary to protect employee privacy and to protect the employer from possible lawsuits for liabilities such as invasion of privacy or alleged slander.

Counseling does not always work. Sometimes the employee's behavior is inappropriately disruptive or performance is unacceptable. Under these circumstances discipline is needed. Discipline is management action to encourage compliance with organization standards. There are two types of discipline:

- Preventive Discipline
- Corrective Discipline

A glance at various organizational web sites and annual reports reveals that lack of a comprehensive health plan for the employees has resulted in indirect, recurring losses for companies. Health education programs improve the equality of employees. “Companies might do a lot for the medical care of employees, but precious little for preventive healthcare,” says Dr. Prathap Reddy, chairman, Apollo Hospital Group, stressing the importance of preventive healthcare for diseases like cancer and heart attack. Hero Honda, for instance, has an understanding with some Gurgaon-based hospital where, depending on the availability of specialized doctors, employees are sent for treatment. All employees in the company are covered under the National Insurance Scheme. We have our

own parameters for selecting a hospital and we are constantly in touch with the doctors there.

Says Dr DULLU.

Sports events or recreations: Such activities do not give a break from work but also help in re-energizing the mind. In short, keep one's mind and body fit.

Health club facilities/ Gym: Most big companies like GE, LG, and Infosys etc. Have a well – equipped Gym for their employees. Such a facility not only helps a person keep fit, but also serve as a de- stressing factor.

Right infrastructure: Ergonomics of the furniture, user-friendly computers, right air conditioning and amount of light, height of the roof, space around the work area, are all factors that affect the health and therefore the productivity of an individual.

IX. IMPROVING THE QUALITY OF PEOPLE'S WORKING LIVES :

- Minimizing work – life role conflict can help prevent role overload and people have More satisfying working life, fulfilling their potential both paid work and outside.
- Work life balance an minimize stress and fatigue at work, enabling people to have Safer and healthier working lives. Work place stress and fatigue can contribute to Injuries at work and at home.
- Self- employed people control their own work time to some extent. Most existing information on work- life balance is targeted at those in employment relationship. However, the self- employed too many benefit from maintaining healthy work habits and developing strategies to mange work- flows which enable them to balance work with other roles in their lives.

X. THE FACTORS THAT INFLUENCE AND DECIDE THE QUALITY OF WORK LIFE ARE:

1. Attitude
2. Environment
3. Opportunities
4. Nature of job
5. People
6. Stress level
7. Career prospects
8. Challenges
9. Growth and development
10. Risk involved and reward

XI. ASPECTS OF HIGH QWL

QWL are highlighted by the following Benchmark of managerial excellence.

Participation: Involving people from all levels of responsibility in decision making.

Trust more: Reside signing jobs system and structures to give people freedom at work.

Reinforcement: Creating reward system that are fair, relevant, and contingent on work Performance.

Responsiveness: Making the work setting more pleasant and able to serve individual needs.

XII. QWL PROGRAMMES

QWL programmers concentrate on creating a working environment that is Conductive to the satisfaction of worker needs. This program assumes that a job & the Environment should be structures to meet many of the workers needs as possible Richards Walton has organized in to eight categories. These should be integrated Coordinated & properly managed. These programmers are helped to avoid pitfalls like,

- QWL program must be implemented with the co-operation of management & labour.
- Action plan must be carried to completion.
- Care must be taken to concentrate the focus on the joint objectives.

XIII. RESULTS OF HIGH QWL

- ❖ High productivity
- ❖ Increase organizational effectiveness
- ❖ High employee satisfaction
- ❖ High morale
- ❖ Reduce the absenteeism & labour employees
- ❖ Increase the quality of work life employees
- ❖ Self motivated
- ❖ High employee involvement

- ❖ Peaceful industrial relation etc....

XIV. CONCLUSION

The whole study that the quality of work life helps in reducing the absenteeism in the work place, the facilities and services provided by the organization helps to increase sense and belongingness amongst the employees. It also enhances career growth and satisfaction of the employees towards organization. From the study conducted and result interpreted one of the hypothesis Quality of Working Life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include 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. To retain a good talent in the organization it is important for the organization that he should have low stress level and high quality of work life.

XV. SUGGESTION AND RECOMMENDATION

Facilities like transportation should be provided in the company. Company has to provide more growth opportunities to the workers. Time to time job rotations and sty fund has to be provided. Social responsibility should have to increase at professional level. Policies like time off in lieu of money, self roistering and flexi time should be used more prominently in the organizations.

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