

An Overview of Quality of Work Life: Literature Review

Prof. Robinson .M¹, Arunpratheep .S²

^{1,2}Dept of Management Studies

^{1,2} Anna University (Bit Campus), Tiruchirappalli

Abstract- *Quality Work Life is more concerned with the overall climate of work has on people as well as organizational effectiveness. Quality is further dedicated word but has become a necessary and greatest asset to any organization. Sustaining the quality of such human efforts rises from maintaining the quality of work life perfectly. A flawless quality of work life would help the organization. This is an attempt to exploit the human assets of the organization the old approach to HRD is through training of worker. But training has a limit rate in emerging the people. People raise not only over training but also done the organization workers the job a person has in the organization also determine his development. HRD include both firm and job situation of Employees in general expect and claim more from their employment. In simple terms QWL refers to the extent which the members of an organization find the work environment conducive. It is concerned with improving labour managing assistance to solve many organizational problems, achieving the anticipated level of performance and securing greater employee satisfaction.*

Keywords- Quality of work life, Reward, compensation, Training, Job satisfaction

I. INTRODUCTION

In recent years the Quality of Work Life (QWL) has turn into an important tool for developing best employees. Organizations are looking for the ways for increasing the quality of work life in order to keep the best employees and attract the most capable employees. Traditionally used business rewards are easily imitable and have lost their power, particularly in knowledge-based economy. This is the main motive is why many corporations attempt to find suitable methods for increasing the QWL. In simple terms QWL refers to concerned with improving labour management cooperation to solve many organizational problems, achieving the desired level of performance and securing greater employee satisfaction. QWL means “The degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization”. QWL has gained deserved prominence in the Organizational Behaviour as an indicator of the overall of human experience in the work

place. It plays a key role in any organization and has consequence on the persons, their work, performance and self-development as well as organization’s development. It basically refers to relationship between the employees and the ecosystem in which he works. It focuses on creating a working environment where employees work cooperatively and achieve results collectively. QWL refers to the degree of which work provides an opportunity for individuals to satisfy the need to survive with some security to the need to interact with others, to have a sense of personal usefulness, to be recognize for achievement and to have an opportunity to improve one’s skill and knowledge.

MEANING:

Quality of work life refers to the favourableness (or) unfavourableness of job enhancement for the people. It refers to the quality of relationship between personnel and the total working surroundings.

DEFINITION:

It is defined as “QWL is comprehensive construct that assess an individual’s job relation wellbeing and the extent to which work experiences are rewarding fulfilling and devoid of stress and other negative personal consequences “.

II. LITERATURE REVIEW

Several authors and researchers have suggested models of quality of work life, which cover an extensive kind of factors. Selected models are reviewed below.

According to **Guna Seelan Rethinam, Maimunah** QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to hypothesise and measure. It is allied with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life and he concluded as QWL from the perception of experts is challenging together to the individuals and organizations.

Cunningham, J.B. and **T. Eberle**, (1990) distinct that, the components that are related to an person's quality of work life include the task, the physical work situation, social environment within the organization, organisational system and link between life on and off the work.

Chan, C.H. and **W.O. Einstein**, (1990) pointed out QWL mirrors a concern for people's experience at work, their relationship with other people, their work setting and their value on the job. European Foundation for the Upgrading of Living Conditions (2002) described that the QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is related with job satisfaction, job involvement, motivation, productivity, health, safety, job security, abilityimprovement and balance between work and non-work life.

Hackman and **Oldhams** (1980) highpoint the concepts of QWL in relation to the interaction between work environment and personal needs. The work situation that is able to achieve employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They accentuated that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations.

Syed Mehdi Hosseini (2010) says that career satisfaction, career achievement and career stability are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work structure as one of the most exciting methods creating motivation and is a major way to have job enrichment which has its origins in staff and managers' attitude to incentive category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

To avoid dissatisfaction and make the work interesting **Raduan Che Rose** (2006) says QWL programs will benefit both faculty and management, through mutually solving work-related problems, building cooperation, improving work atmospheres, reformation tasks carefully and fairly managing human resource outcomes and payoffs. The result shows that three related variables are important: job satisfaction, career attainment and profession stability in QWL. Yet from the literature we can review that QWL may be is viewed as a wide reaching concept, which includes satisfaction towards work, participative management and improve work environment.

Pallavi, Kulkarni (2013) in his article inspected about the literature review on training and enlargement and quality of

work life. They analysis various authors views regarding the role of training and development in different aspects and its relation with the employee's quality of work life. Built on the reviews it was decided the training moulds the worker's attitude and helps them to achieve a better co-operation within the organization. Training and development program improve the quality of work life by creating an employee supportive workplace.

Vaarmathi and Hema Dhalakridhnan (2013) in their study figures the properties of quality of work life in textile sectors in and nearby Coimbatore district. The factors that were considered are salary, fair compensation, opportunities, job rotation, Authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The ANOVA test reveals that there is no significant difference in the mean judgment on job rotation, training and present is significant change for job security and authority to do the work. The correlation test implies positive correlation between fair compensation and career opportunities.

Rathamani and Rameshwari Ramchandra (2013) their study motivated to inspect the quality of work life of employees in Textile industry. SIPCOT, perundurai. The investigation findings reveals the facts that motivational visionis, promotion, insurance protection, training, awards recognition has been influencing factors of quality of work life. Quality of work life influence job security, good working condition, adequate and fair compensation and monetary rewards. The accused have the encourageing response on the job fulfilment, security and healthy working situation opportunities to develop human capacities and opportunities for continued growth and security of their organization. Then also imagine higher rewardfrom their employees.

Shiney Chib (2012), Exposed a study on Quality of Work life and organizational enactment at work place of a private manufacturing unit, Nagpur ,India through a structured questionnaire containing 31 items connected to 6 variables, namely organizational performance, job gratification, QWL, wage plan, company policy and merger policy. The investigator has formulated two models, one is organization performance depends on QWL, Job satisfaction, wage policy, company policy and union participation and the other one is QWL which depends on Organization performance., job satisfaction, wage policy, company policy and union participation. The collected data were analysed using simple percentage, regression and correlation analysis. The homework discloses that both the models stand true and QWL had important connection with organizational performance.

Bhuvanewari, Sugunya and Vishnu Priya (2013) in their article examined the Quality of work life between employees in Neyveli Lignite Corporation Limited, Tamilnadu. The answers reveals that majority of the defendants are satisfied with their job, nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programmes, health, safety & welfare measure and Quality of work life. It is also found that all the employee benefits and other facilities shows above neutral on satisfaction.

III. CONCLUSION

Later the literature review on quality of work life, it is perfect that an organization cannot get efficient and effective outcomes from the workers lacking Quality of work life. QWL is important for employees as well as for the organizations to achieve the complete development and profit in the market. The literature also reveals the involvement of the important mechanisms of QWL, which are positively related with the employee satisfaction and employees opinion on QWL in different sectors. Perception plays a dynamic role in QWL. Employees consider the obligation of their efforts as more valuable than the rewards and compensations in terms of allowance and perks. Set good salary, the employees are glad to develop their skills and work for the progress of the organization and rapidly their personal promotion.

REFERENCES

- [1] Dr. GUPTA. C.B. Sultan Chand sons – Human resource management
- [2] ASWATHAPPA. K. – Human resource and personnel management Third Edition 2002, Tata MC Graw – Hill New Delhi
- [3] KOTHARI. C.R. – Research Methodology Method Techniques – New age International publishers
- [4] GUPTA. S.P. Sultan Chand Sons – Statistical methods – New Delhi, Twenty Ninth Edition QUALITY OF WORK LIFE PVL. Raju – The human Implications Feb –2004
- [5] QUALITY OF WORK LIFE AS HR “STRATEGY” - An Analysis CBSN Seshu
- [6] JAYASANKAR. J. – Human resource management
- [7] ANDREWS, F. M. – WHITNEY, S. B., 1976: Social indicators of wellbeing. The development and measurement of perpetual indicators. New York; Plenum.
- [8] BEH, L. S. – CHE, R. E., 2007: Linking QWL and Job Performance: Implications for Organizations, Performance improvement; July 2007; 46, 6; ABI/INFORM Global, pp. 30-34.
- [9] BROOKS, A. B. – ANDERSON, M. A., 2005: Defining Quality of Nursing Work Life. Nursing Economics; Nov/Dec. 2005; 23, 6; Health Module.
- [10] CARLSON, H. C., 1980: A model of quality of work life as developmental process. In: Burke, W. W. – Goldstein, L. D. (Eds), Trends and issues in OD. Current theory and Practice. University Associates, San Diego, CA), pp. 83-123.
- [11] DROBNIČ, S. – BEHAM, B. – PRAG, P., 2010: Good Job, God Life? Working Conditions and Quality of Lie in Europe. Soc. Ind. Res. 99: 205-225.
- [12] ROYULA, V. – TAMAYO, L. J. – SURIÑACH, J., 2008: Result of Quality of Work Life in Spain. A Comparison of Survey Results and Agregate Social Indicators. Soc. Ind. Res. 90: 225-241.
- [13] SHANI, A. B. et al., 1992: Revisiting Quality of work life interventions. ACrosscul-tural Pilot Study. Journal of organizational Change Management. 5/4 ABI/ INFORM GLOBAL.
- [14] SIRGY, M. J. D. – EFRATY, P. – SIEGEL, P. – DONG-JING, L., 2001: A new measure of quality of work life (QWL) based on satisfaction and spillover theories. Social Indicator Research 55, pp. 241-302.
- [15] TERBORG, J. R., 1981: Intenational psychology and research on human behaviour in organization. Academy of Management Review, 6, pp. 569-576.
- [16] TEJ, J. – SIRKOVÁ, M. – ALI TAHA, V., 2012: Model and results of the quality of life evaluation in regional cities in Slovakia. In: Journal of Management and Business: Research and Practice. Prešov: Faculty of management, University of Presov in Presov. Vol. 4, No. 2. ISSN 1338-0494. Pp. 31-41.
- [17] WALTON, R., 1975: Criteria quality in work life. In: Davis, L. E. – Cherns, R. L. (Eds): The Quality of Working Life: Problems, Prospects, and the state of Art. Vol. □1. Free Press, New York, pp. 12-54.