Abstract

Quality of Work Life (QWL) can be defined as the satisfaction a person develops for his or her career, allowing them to enhance their personal lives through their work and work environment. One must have both love and work in one’s life to make it healthy. Gone are the days when the priority of employees used to be for physical and material needs. With the increasing shift of the economy towards knowledge economy, the meaning and quality of work life has undergone a drastic change. Quality of Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working. What is expected of the worker? What are the conditions of the work place? What is the compensation that the worker gets? What are the incentives offered to him? How about his contentment with the work environment and the compensation? These are the questions to be tackled by the Researcher in any study of work life.

Quality of work Life is referred to as humanizing the working life and emphasizing the human factor. It mostly refers to favourableness’ or unfavourableness of a job environment for the people involved in it.

Keywords

Quality of work life, Productivity, Organizational Growth, Employee Welfare.

Introduction

Quality of work life (QWL) refers to the favorableness or unfavourableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change. The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

Objectives of the Study

- To analyse the nature of Quality of Work Life
- To identify the Measures of Quality of Work Life
- To make Possible Suggestions to Improve the QWL.

Methodology

This Study is based on Descriptive Method and Analyse the concept through the way of Secondary Source it includes Books, Journals and Magazine.

Definitions:

The QWL as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as ‘humanizations of work’ ‘quality of working life, ‘industrial democracy’ and ‘participative. There are
divergent views as to the exact meaning of QWL. A few definitions given by eminent authors on QWL are given below:

- “QWL is a process of work organizations which enable its members at all levels to actively participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees.” The American Society of Training and Development

- “QWL is a way of thinking about people, work and organizations, its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making.” —Nadler and Lawler

- “The overriding purpose of QWL is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life.” –Luthans

The concept was being given potential importance right from early 1950’s. It is interpreted and viewed in different ways.

- Management and supervisory style
- Freedom and autonomy to make decision on the job
- Satisfactory Physical surroundings
- Job safety
- Meaningful tasks.

**Objectives of Quality of work life**

- To improve the standard of living of the employees.
- To increase the productivity
- To create a positive attitude in the minds of the employees.
- To increase the effectiveness of the organization

**Need of Quality of Work Life**

In current scenario every organization wants more output in comparison of less input; it can be possible when working employee find its working place comfortable as per the job requirement. So it’s very important for an organization to make a Quality relationship between its employees and working environment. Now-a-days, there is no balance between the family and work life due to job pressure and conflicting interests and over-socialization that lead to too much of interest about the co-workers for satisfaction of their ego, creating problems in the minds of neighbours. The work-norms impose on workers too much of burden and control by their bosses. And the rules are for workers or employees. They have to follow, and the employer has right to layoff the worker due to marketing and technological factors.

The Indian workers and their Unions are now on the defensive. They are now more interested in the question of how to retain their jobs than in the question of how to improve their Quality of Life in the work place. It is therefore not difficult to understand why the question of improving Quality of Work Life has lost its Work Life movement which draws “attention to workers” need for meaningful and satisfying importance in our country. The Quality of work and participation in decisions affect their work situation. And work is a major formation experience which can either promote or limit a
man’s growth in ways which affect the whole man and which therefore shape his life outside the job as well as within it.

Measuring Quality of Work Life

The Richard Walton, an American Professor, played a major role in developing the concept of Quality of Work Life. The eight factors he proposed to measure Quality of Work Life has made the task easy worldwide.
A. Adequate & Fair Compensation
B. Safe and healthy working conditions
C. Opportunity to develop human capacities
D. Opportunity for career growth
E. Social integration in the workforce
F. Constitutionalism
G. Work and Quality of Life
H. Social relevance

Measures to Improve Quality of Work Life

A) QWL through Employee Involvement (EI):
One of the most common methods used to create QWL is employee involvement. Employee involvement (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organization. Through (EI), employees feel a sense of responsibility, even ownership of decisions in which they participate. To be successful, however, EI must be more than just a systematic approach; it must become part of the organization’s culture by being part of management’s philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett-Packard, IBM, General Motors, Ford, etc.

B) QUALITY CIRCLES:

Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems. They are a highly specific form of team building, which are common in Japan and gained popularity in North America in the late 1970s and early 1980s. By the 1980s most medium- and large-sized Japanese firms had quality control circles for hourly employees. This effort began as a quality improvement program but has since become a routine procedure for many Japanese managers and cornerstone of QWL efforts in many Japanese firms. Several characteristics make this approach unique. First, membership in the circle involuntary for both the leader (usually the supervisor) and the members (usually hourly workers). Secondly, the creation of quality circles is usually preceded by in-house training. For supervisors these sessions typically last for two or three days. Most of the time is devoted to discussions of small-group dynamics, leadership skills, and indoctrination in the QWL and quality circle philosophies. About a day is spent on the different approaches to problem-solving techniques.

The workers also receive an explanation of the supervisor’s role as the group’s discussion leader and information on the quality circle concept. Thirdly, as is pointed out in the training, the group is permitted to select the problems it wants to tackle. Management may suggest problems of concern, but the group is empowered to decide which ones to select. Ideally, the selection process is not by democratic vote but is arrived at by consensus, whereby everyone agrees on the problem to be tackled. When employees are allowed to select the problems they want to work on, they are likely to be more motivated to find solutions. And they are also more likely to be motivated to stay on as members of the circle and solve additional problems in the future.
C) SOCIO-TECHNICAL SYSTEMS:

Another intervention to improve QWL is the use of socio-technical systems. Socio-technical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs. More than just enlarging or enriching a job, these approaches may result in more radical changes in the work environment.

D) AUTONOMOUS WORK GROUP:

A more common, still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors. The key feature of these groups is a high degree of self-determination by employees in the management of their day-to-day work. Typically this includes collective control over the pace of work, distribution of tasks, organization of breaks, and collective participation in the recruitment and training of new members. Direct supervision is often necessary. QWL is more likely to improve as workers demand jobs with more behavioural elements. These demands will probably emerge from an increasingly diverse and educated work force that expects more challenges and more autonomy in its jobs such as worker participation in decisions traditionally reserved for management.

Conclusion

A good human resources practice would encourage all employees to be more productive while enjoying work. Therefore, QWL is becoming an important human resources issue in all organizations. The Quality of Work Life intends to develop enhance and utilize human resource effectively, to improve Quality of products, services, productivity and reduce cost of production per unit of output and to satisfy the workers psychological needs for self-esteem, participation, recognition, etc., Improved Quality of Work Life leads to improved performance.

Performance means not only physical output but also the behaviour of the worker in helping his colleagues in solving job related problems, team spirit and accepting temporary unfavourable work conditions without complaints. An assured good Quality of Work Life will not only attract young and new talent but also retain the existing experience talent.

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