

A LITERATURE REVIEW ON NOTABLE WORKS OF 'QUALITY OF WORK LIFE'(QWL) IN VARIOUS SECTORS

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Abstract :

In the given research paper author tried to have insight on 'Quality of Work Life'(QWL) and its related aspects. An attempt is made by the author to review the relevant literature pertaining to the implementation of QWL in various perspectives. such as QWL and employee performance, socio economic factors and its influences on QWL, QWL and job related aspects like work environment, occupational stress and impact of changes in external environmental factors on QWL of women.

Keywords: QWL, Occupational Stress, Employee Performance, Work Environment

Introduction:

As we know QWL perceived as relationship between people & work which was intensively influenced by both hard and soft technology and its explosion. To reduce such overpowering of technology, 'humanization of work' is needed which is interchangeably known as 'Quality of Work Life'(QWL). Several scholars academicians, as well as practitioners have discussed the role of 'Quality of Work Life'(QWL) as an effective agent of change process. Whatsoever literature is available in the specific context of 'Quality of Work life' (QWL) therefore deserves a brief review. It would be relevant to mention here

some pillars of the notable works as a part of the background to the present study as follows:

1. Impact of QWL on Employee Performance.
2. Socio-Economic factors and QWL.
3. QWL and Organizational Commitment and Job Satisfaction.
4. Sectorial Work Environment (Public/Private) and QWL.
5. Occupational Stress (Physical and Psychological) and QWL.
6. Impact of distinctive change in QWL Techniques on Women.
7. QWL and Management's Role.

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Impact of QWL on employee Performance:

Bhola S. S.(2002) in his study aimed improving QWL in the light of input and developing ways and means for improving QWL at macro level in Indian context. It also ensures possible tools for measuring QWL in Indian context. The study reviewed employee's exploitation in casting and machine shop industries and working environment on the background of safety, scope employees HRD, place of employees in policy making and contribution of organization interlinked of QWL and unions. Moreover, study was based on stratified random sampling. The study conducted only on micro level to test QWL in casting and machine shop industries in Kolhapur. The study focused mode of quantification of the QWL practices and creates scope for further research work. Such as role of union to improve QWL, improvement in QWL at micro level quantification of QWL at micro level, QWL as a function of socio-technical system and QWL and quality of life of people.²

Academic Colleagues at the University of Portsmouth(2005): surveying over 5000 employees in 10 universities the study encompasses how quality of working life varies by age for all employees both male and female. In the survey quality of working life measures by the work-related quality of life (WRQOL) scale, which has been developed over the last decade by University of Portsmouth researchers. The quality of work life

survey suggests there are 6 core factors affecting an individual's quality of working life they are- Job and Career, Satisfaction, General Well-being, Stress at Work, Control at Work, Home-work interface and Working condition. The survey output was, UK University employees in the over 60 age group reported a significantly higher quality of working life than their middle-aged colleagues. But this pre-retirement bounce is more pronounced in men than women. The results for all staff indicate the employees are happier at work at either end of their working life.¹

The QWL Survey: Conducted by University of Essex, UK(2007) encompasses three important questionnaires' like the Quality of Work Life Core Scale, QWL scale and the HSE work related stress-scale. The core scale associated with QWL such as job satisfaction, work life balance, and working conditions stress, which examined on the social and work contract. QWL review is a core questionnaire summary, which looks at individual's work related opinion. The QWL workplace outcomes scale indicates specific outcomes related to intention to stay, perceived productivity and pride in the organization. The HSE work-related stress scale provides feedback on the stress categories such as demand, management support and relationships. The aim of the survey was finding best practice to communicate and share within the organization. The QWL survey carried

out six factors to relate to employees beliefs about performance and commitment.¹⁰

Josiah, Odera and Chepkato (2012) in their desk research on QWL conceptualized as a general attitude towards the job. Job performance is often viewed as the degree to which employees execute their job tasks, responsibilities and assignments adequately. The motivational factors considered in study demonstrated strong relationship between employee's well-being at work and performance of organization. The study highly concentrated the role of QWL in organizational performance and supported intrinsic & extrinsic satisfaction dimensions. A detail discussion on individual attributes, organizational performances and QWL contextual factors, policy in the work organization, motivational aspect of management to performance, stress effects, pole stress & effect on job performance, role stressors and their effect on QWL included the study.⁷

Socio-Economic Factors and QWL:

Geetha C(2014) in her research work, the relationship between socio-economic variables of women employees and quality of work life, identification of the dimensions of quality of work life, relationship between job satisfaction and quality of work life and relationship between job satisfaction and work family conflict have discussed. The chi-square results reveal that out of nine profile various such as age, marital status, educational qualifications, native place, family size,

travel time from the residence to work spot, experience, cadre and income of the respondents, except experience, marital status, time taken from residence to work place and income all the variables are associated with quality of work life of women employees in public sector banks. An attempt is made to identify the important dimensions of quality of work life by using factor analysis. According to the researcher, a professional woman of today still struggles with the harsh realities of discrimination, exploitation and violence in the organization, social and family pressures and suffers from the bitter effects of the balancing act which she is expected while handling official and household chores. So that suggestions to public sector Banks may be helpful to improve the situation. They are concerned with: Career opportunities and Growth, Trade unions and Bank managements associated efforts to identify key issues for returns in HR areas, work-life balance programmes, reduce stress and strain, participative management, developing interpersonal relationship, healthy working conditions, child care facilities, flexible work arrangements, training and development etc. Addition to this the researcher has suggested to women employees in the public sector Banks like: Self-improvement, Personal control and coping, Prioritization, planning the work self-Discipline, spare time with family and friends. The study explores that work role namely job instability, skill underutilization,

downward mobility and lack of promotion opportunities are the problems of women employees in public sector bank regardless of cadre of job such studies are useful in identifying how autonomy in the work place enhances or constraints the development of self-esteem and self-efficiency among women employees. An age-related influence investigation will provide important information about their work values, work involvement and job satisfaction, as well as the relationship between work conditions, job satisfaction self-evaluation and life satisfaction.¹⁷

Chelladurai K. (2012) in his study stated findings based on socio-economic profile of the faculty members and factor determining Quality of Work Life and Job satisfaction which includes: Adequate and Fair compensation, safe and Healthy working conditions, opportunities for Development, opportunities for growth and security, social integration, constitutionalism, Social Relevance and Work Life, Work and Total Life Space. Job satisfaction factors include involvement in the Academic Process, Work Place Values and Environment, Pay and Benefits, Teaching and Learning, student support and Progression, Research consultancy and Extension, work load, performance appraisal, support and recognition, infrastructure and facilities, job satisfaction factors etc. The researcher has used Factor Analysis inter-correlation Matrix and Path Analysis for detail studying of explanatory variables. To know the level

of Quality of Work Life and Job Satisfaction, the researcher has used chi-square test and Friedman's Test. To find out variations of Quality of Work Life and Job Satisfaction t-test, Ann ova have used. Further, to examine relationship between Quality of Work Life and Job Satisfaction. Inter- Correlation Matrix, Discriminant Function, Regression Analysis have used. The study concludes that Quality of Work Life and Job satisfaction cannot be separated; they are inter-connected with the job itself. Moreover, study creates scope for future studies like implementing quality of work life in organizations based on Walton's Model, employee's perception towards Quality of Work Life and Job satisfaction etc.¹⁸

QWL and organizational commitment and job satisfaction:

D' Souza Nelson P.(1990) in the present study focus on the relationship between Quality of Work Life and Commitment of managerial employees and workmen. A comparative sample of 97 and 111 was chosen respectively to bring out differences between their perceptions towards the relationship. The independent QWL variable selected for the study are : control ,Autonomy, Recognition, Belongingness, External Rewards, progress and Development, Decent working conditions, Dignity, Grievances, Handling, Welfare Facilities and Rationality. The dependent variable- Employee commitment had six components namely, Notion of

membership, current position of individual, performance, motivation to work, identification with the organization, willingness to give effort-loyalty and attachment. Data was collected from a chemical and fertilizer industry located in coastal Karnataka. A self-developed statement index was used to collect the data. Major findings of the study based on relationship between QWL and commitment. The study concluded that QWL improved in terms of progress and development, Belongings, Recognition may improve to a large extent the commitment of managerial personnel. On the other hand workmen improved in terms of Belongings, Progress and development, Dignity, and Grievance Handling may to a large extent increase the commitment of the workers. Commitment thus increased may lead to increase in productivity and consequently elevate the effectiveness of the organization. QWL thus plays an important role in promoting the productivity and effectiveness of an organization.²⁵

Deepak(2014) investigated the quality of work life among veterinary doctors in Punjab and studied the various determinants of quality of work life along with the personal strategies being used by the veterinary doctors to improve their quality of work life. Different scales have been used to collect primary data base from respondents about their perceptions of QWL, its determinants, its relationship with non-work life, professional

commitment, job involvement and job satisfaction. The scales measuring these variables are: Quality of work life – scale Development, job characteristics scale, Work Family conflict scale professional commitment scale, job involvement scale, and job satisfaction scale. The various statistical tools used for the purpose of data analysis are: Reliability, Descriptive statistics, Factor Analysis, Pearson's correlation coefficient, paired sample T-Test and multiple Regressions. Also researcher structured Interaction between Employee Attributes and QWL Model. The researcher have suggested strategies for improving Quality of Work Life with number of recommendations such as: Non-financial issues which satisfy higher needs of self-esteem and self-actualization emerged as being highly important to employees. This might be due to the fact that the employees of government departments feel job and financial security as a result authorities should concentrate on higher order needs of the respondents. Conflicts at both home and work should not be left unattended otherwise it will lead to inefficiency in offering services to the livestock. Steps required to be taken by government to enhance QWL of the respondents. The study directs for future research through, future research can be aimed at scaling other employee attitudes and behavior like intention to quit and absenteeism and relating these to QWL.²⁶

Buffardi L., Kathryn Banghman and Kate Morel(2004) have conducted

survey to more accurately assess the QWL. The information from the survey is seen as essential to focusing the efforts of the taskforce and resources of the university. The survey is theoretically grounded on Eisenberger's construct of Perceived Organizational Support (POS), the extent to which employees perceive that the organization values their contributions and cares about their well-being. POS is well-supported by the key factors, influencing employee commitment, job satisfaction, and general QWL. The taskforce believes that conducting this survey is but a single step in demonstrating the university's concern about the well-being of its employees. If the university will speak to the issues raised by the survey-then the employees will perceive that their voices are being heard and further hoped that the surveyed document will be viewed as a continuation of the dialogue between the institutions of its employees.²⁸

LYJU B. S.(1998) in the study intensively focuses importance of QWL and organizational commitment that exists within the organization. The present work covered various characteristics of the respondents such as demographic, occupational and union etc. Further the work throws lights on QWL and other related variable like recognition in the organization, belongingness among the workers, autonomy and organizational commitment, development and grievances handling, working conditions, dignity etc.

The research work concluded with, an evaluation of the relationship between quality of work life and commitment and highlights a positive relationship between the two. Job involved people are interested in turning out high quality work and are motivated to put forth their best efforts on the job. The study restricted to the QWL and organizational commitment. Further it can be compared with job-stress, sexual harassment of women employees.²⁹

Sectorial Work environment (Public/Private) and QWL:

Ambily A. S. (2012)In his study tried to know the quality of work life maintained by public and private sector manufacturing enterprises in Kerala. As part of this, thousand employees of five public and five private sector manufacturing enterprises, from northern, central and southern regions of Kerala was selected. Separate analysis was conducted to know the quality of work life maintained by managerial and non-managerial employees of both sectors. The study includes socio, economic background and quality of work life, and comparative analysis of quality of work life in public and private sector manufacturing enterprises in Kerala. Confirming analysis to know the contribution of each parameter towards total quality of work life was also a part of the study. The result of the study is expected to help the organizations while considering QWL as an important factor for job satisfaction of employees.³³

Madhes C.(2014) has paved way for identification of areas for future research through QWL in Salem steel Plant and JSW steel limited. The study aimed to measure the quality of work life of employees working in steel plant. An attempt was made to find out the employees preferred factors by collecting their opinions to improve the Quality of Work Life. The study has objectives to trace the need and importance of quality of work life of employees from past research, to review the quality of work life practices of the steel plants in Tamilnadu. The study has selected a total of 452 employees as sample respondents from both the companies. Field survey method and personal interview technique were adopted to collect data in addition. Source of data. Quantitative technique like percentage, averages, range, two-way tables, chi-square test, ANOVA Test, inter correlation matrix, multiple research analysis, multi discriminating analysis and Garrett ranking method were applied when necessary. The findings mainly based on employees level of satisfaction towards quality of work life in SSP and JSW, Impact of Quality of Work Life SSP & JSW, employees opinion towards their QWL. The most influencing factor of QWL was found that compensation of Employees, Opportunity for Growth and Development and working conditions prevailed in the company dominated all other factors.³⁶

Occupational Stress (Physical and psychological) and QWL:

SudheeshKumar(2015) in the present study attempted with objectives of studying the personal and institutional demographics of the sample, the extent and levels of Quality of Life and Occupational Stress of Teachers. Further study reviews gender difference and its impact on QWL and occupational stress of teachers. The tools used in the study were, Professional Life Satisfaction Scale (PLSS) and Teacher Stress Inventory (TSI) which was constructed and standardized by Investigator. The investigator made an attempt to put forth conclusion such as, gender is proved as one of the strong variables that has an effect on the QWL and Teacher stress. In the present study it was found that the Male Teachers have more professional life satisfaction than Female Teachers. Teachers working in the rural and Government Institutions are found more satisfied than Urban and Private Teachers. Moreover the study suggested future research direction the area of QOL and stress at workplace. It can be extended incorporating personality variables like Type A Behaviour, Self-Concept and Achievement Motivation etc. dimensions of QOL can be explored factor Analytically, The casual factors of QOL of Teachers can be attempted. The comparative efficiency of more stress management techniques can be experimented.⁴⁸

Reena K. K.(2011) has bifurcate selected study mainly in two parts Quality of Work Life and Occupational Stress. The study intends to measure the depth of job satisfaction level of the library professionals on one side and the amount of stress and burn out one may experience on the other side. The study is designed to evaluate the factors which contribute to the job satisfaction of the library professionals and investigates the factors which cause to the stress and burnout in the profession and to suggest remedies. The tools specifically constructed and standardized by the study were QWL scale for Library Professionals (QWL-SLP) and Occupational Stress Inventor for Library Professionals (OSILP). The study was carried out on representative samples of 300 library professionals in Kerala. A proportionate stratified sampling technique was employed for the selection of the sample. The major findings of the study are, the QWL among library professional in Kerala are not very high. The library professional in Kerala do not experience stress in their occupation. Significant association was found to exist between QWL and three independent variables such as size of library in terms of number of books, professionals experience and job title. The study can be extended to identify the pattern of relationship among different dimensions of Quality of Work Life of Library Professionals also it can be extended to

identify the major stressors in the library and information profession in Kerala.⁴⁹

Impact of distinctive change in QWL on women:

Robbins S. P. (1998) in the book stated, due to technology the organization and the job that people do, is changing rapidly. In this scenario management can redesign jobs and work schedules in such a way which can increase employee productivity and he tries to identify task characteristics of jobs in the chapter-14 Work Design. At the same time he refers job characteristics Model (JCM) of Turner and Lawrence and reviewed the job dimensions: Skill variety, task identify, task significance, autonomy and feedback. He further stressed on 'The influence of physical working conditions and work space design this correlates employee performance. Author suggests work design options like job rotation, job enlargement, job enrichment and team-based work design, and work schedule options such as compressed workweek, flextime, job sharing and telecommuting.⁶⁴

Mazumdar T. (2012) observed that becoming better leader for a woman is a not easy at all; rather how women can be better leaders is a long debatable question. This has racked many minds. However, research has proved that leadership talent and ability is not gender based. It is based on the knowledge, experience, style, ability and DNA of the individual. She has mentioned McKinney's Centered Leadership Model (2008) which

states, five dimensions that are crucial for women leaders to find meaning and enjoy what they do managing energy and knowing where the energy comes from and restoring balance. Positive framing or staying resilient in the face of tough times and change, connecting and networking with mentors and sponsors engaging and becoming conflict. Each of these dimensions is well researched. The study tries to address the unique demands made on a woman's time and energy given the multiple roles that women juggle with and lead both at work and home.⁶⁵

QWL and Management's role:

Kashani F.H.(2012) in his study surveyed the relationship between quality of work life and organizational citizenship behavior in Iranian company. By applying spearman test the positive and meaningful relationship between quality of work life and its dimensions with organizational citizenship behavior was proved. The average test was utilized to investigate the level of every variable. The output of the case study was one-way variance. Analysis test application, the influence of demographic characteristics was surveyed in which there were no relationship between variables.⁶⁷

Pendse V.(2012) in her article demonstrated, belief, proper delegation, anticipating performance and thoughtful management is imperative for leaders to rule the hearts and minds of their team members. She added, inspirational leaders

create vision and work towards aligning the team to attain the vision. Changing business and work dynamics have resulting in this becoming for more complexes then it seems. She has recommended step by step transformation to an inspirational leader by demonstrating self-belief and confidence, providing opportunity for learning, developing sense of achievement, identifying potential talent, connecting emotionally, developing ability to work in team and giving credit for achievement and taking responsibility for failure.⁶⁹

Conclusion:

Rather than merely describing some theories or initiatives relating to Quality of Work Life(QWL), authors demonstrates their critical thinking abilities by showing employees exploitation in casting and machine shop industries and working environment on the background of safety and Human Resource Development. As well as sharing how union can play a significant role in improving quality of work life. Another perspective is offered by scholars that efficiency and effectiveness of human factor influences productivity of production oriented organizations. At the same time experts asserts, working conditions with safety, security, wages and benefits kicked initiative and creativity, which supports visible quality of life at work. To further enhance this review it becomes essential to consider same facts

of quality of work life and organizational commitment in that case author have studied quite. Supportively because it compares variables like, autonomy, development, grievances handling and dignity at work. This is similar to the previous studies.

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विनम्र आवाहन

मा. प्राचार्य,

प्राध्यापक, संशोधक विद्यार्थी यांना विनम्र आवाहन,

विवेकानंद कॉलेज, कोल्हापूर (स्वायत्त) हे महारॅट्रातील 'A' मानांकन असलेले एक अग्रगण्य प्रयोगशील महाविद्यालय आहे, हे आपण जाणताच. या महाविद्यालयाची 'Vivek Research Journal' ही संशोधनपर पत्रिका गेली आठ वर्षे सातत्याने दोन सत्रात प्रसिद्ध केली जाते. या संशोधनपर पत्रिकेसाठी Peer Review Committee नेमलेली असून तिच्याद्वारे दर्जेदार असे शोधनिबंध प्रसिद्ध करण्याचे कार्य केले जाते. संशोधन क्षेत्रातील एक दर्जेदार व्यासपीठ या संशोधन पत्रिकेच्या माध्यमातून आम्ही आपणांस, संशोधक अभ्यासकांस उपलब्ध करून दिले आहे.

मा. प्राचार्यांना विनंती आहे की, त्यांनी आपले ग्रंथालयासाठी 'Vivek Research Journal' पत्रिकेची नोंदणी फी भरून विद्यार्थ्यांमध्ये संशोधनाची आवड निर्माण होणेसाठी सोय उपलब्ध करून द्यावी ही अपेक्षा. वार्षिक वर्गणी केवळ रु. २५०/- वैयक्तिक व संस्थेसाठी रु. ४००/- इतकी आहे. तर त्रैवार्षिक वर्गणी रु. ६००/- व्यक्तिगत व संस्थेसाठी रु. ११००/- इतकी आहे.

आपणां सर्वांस विनंती आहे की, आपण व आपले महाविद्यालयातील प्राध्यापक यांनी 'विवेक संशोधन पत्रिके'ची रितसर नोंदणी फी भरून सभासद व्हावे व आर्थिक पाठबळ देऊन संशोधन पत्रिका प्रसिद्ध करणेसाठी सहकार्य करावे.

डॉ. पी. ए. पाटील
संपादक