# A Detail Study on Quality of Work Life & Its Various Approches

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**ABSTRACT:** The Quality of work life movement provides a value frame work and a philosophy which has a long term implication for the human development and enrichment. It tries to balance both the work and family life. Hence integrated approach with regard to Quality of work life is required for the success of an individual and an organization. This underlines the necessity of searching studies on the nature of human relations and the problems of human relations and the problems of human behavior in the organization and suggests measures to cope with the problems. Hence, an in depth on aspects like Quality of work life can throw light on many non-identified aspects of human behavior which may help in understanding the issues involved and improving the overall performance of these organizations. Quality of work life refers to favorable or ungovernableness of the job environment for people .The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the organization. By the globalization the modern employees are experiencing distress. To meet the challenges posed by present standards, organizational must focus their attention in bringing a balance between work life and personal life. The underlying assumption is that work life balance will ultimately ensure Quality of work life.

## INTRODUCTION:

Quality of work life (QWL) is 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 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives. Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations 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 schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives. The future work world will also have more women entrepreneurs and they will encourage and adopt QWL programs. Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has. Whilst there has, for many years, been much research into job satisfaction, and, more recently, an interest has arisen into the broader concepts of stress and subjective

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well- being, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered,for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant. In this context, subjective well-being is seen as drawing upon both work and non-work aspects of life. However, more complex models of an individual's experience in the workplace often appear to be set aside in an endeavor to simplify the process of trying to measuring "stress" or some similarly apparently discrete entity. It may be, however, that the consideration of the bigger, more complex picture is essential, if targeted, effective action is to be taken to address quality of working life or any of its sub-components in such a way as to produce real benefits, be they for the individual or the organization. Quality of working life has been differentiated from the broader concept of Quality of Life.

Quality of work life provides a more humanized work environment. It attempts to serve the higher order needs of workers as well as their basic needs. Quality of Work Life indicates that the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally it should contribute to, or at least leave UN paired, workers abilities to perform in other life role such as citizen, spouse and parent. That is work should contribute to general social advancement. Employees in several companies that instituted Quality of work life experienced better health and greater safety on the job. Other benefits included improved employee satisfaction, morale, job interest, commitment and involvement ; increased opportunity for individual growth ; greater sense of ownership and control of the work environment development of managerial ability for circle leaders, improved communication in the

organization and greater understanding and respect between management and workers.

## LITRATURE REVIEW:

- Sigmund Freud is considered to be the father figure of Psycho analysis. His prescription for a healthy person is a combination of "Liege und Arbiters" that is Love and Work.

- Elizur and Shye (1990) concluded that quality of work performance is affected by Quality of Life as well as Quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

- Whilst Quality of Life has been more widely studied, Quality of working life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life.

- The term Quality of work life has been applied to a wide variety of organizational improvement efforts. The common elements seem to be, has good man indicates, an "attempt to restructure multiple dimensions of the organizational and to institute a mechanism which introduces and sustains changes overtime. Aspects of the change mechanism are usually an increase in problem solving

between the union and management.

- NEED AND IMPORTANCE OF THE STUDY

**Quality of work life includes the following features:**

- Voluntary involvement on the part of employees.
- Assurance of no loss of jobs as a result of the programs
- Training of employees in team problem solving.
- The use of Quality circles where employees discuss problems affecting the performance of the work and job environment.
- Encouragement of skill development.
- Skill training
- Responsiveness to employee concerns.

## APPROACH TO QUALITY OF WORK LIFE

The Quality of work life involvement traditionally has been closely identified with the job redesign efforts based on socio-technical systems approach. However during the 1980's the concept of Quality of work life has been broadened to include a number of approaches aimed at join decision making. Thus the Quality Circles adopted by Japanese and Indian industries as well as democratization of work process though self-regulating autonomous groups in the Scandinavian countries and USA are all considered part of this movement.

## OBJECTIVES OF THE STUDY

- To evaluate and analyze the Quality of work life in a Industry
- To study the factors/determinants of Quality of work life.
- To examine the impact of welfare measures on Quality of work life.

- To evaluate the aspects of quality of work life and suggest measures in improving quality of work life.

## SCOPE OF THE STUDY

The term Quality of work life in its broader sense covers various aspects of employment and non- employment conditions of work. The present study will aim at studying various factors which influence Quality of work life. The study is dependent on the opinion expressed by the managers and staff of all the departments of the Components Division that are working.

## RESEARCH METHODOLOGY
## RESEARCH DESIGN

Research methodology followed is Descriptive study.

## PRIMARY DATA:-

The primary data has been collected through the Questionnaire. The Questionnaire has been properly prepared in order to cover all the Information required for the study. The primary data has been obtained by interaction with the officials and staff in the division in the organization and also obtained through the Questionnaire distributed to the persons in different departments in that particular division.

## SECONDARY DATA:-

Through the Annual reports of the corporation, from the Manuals and also from records available in the organization. Some other data also collected from the reports, registers and books and from the files available in the organization. Information collected from various HRM books.

## SAMPLING PLAN SAMPLE DESIGN:-

The method of sampling used was Random sampling. Random sampling from a finite population refers to that method of sample selection which gives each possible sample

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combination an equal probability of being picked up and each item in the entire population to have equal chance of being included in the sample.

## SAMPLE SIZE:-

The researcher has allowed to do the project in particular division in the organization .The study is limited to only that particular division.
TOTAL SIZE: 100
SAMPLE SIZE: 50
Keeping in view of the above objectives of the study, an objective type Questionnaires prepared and distributed to 50 persons for the sample and collected opinions.

## LIMITATIONS OF THE STUDY

This Paper still suffers from certain limitations they are

- The Quality of work life involves a wider range. The present study examines it from identified and selected dimensions only. However it is possible that there may be other factors which might not have been covered in this study.
- Some respondents did not properly respond to the Questionnaire; thus to eliminate this aspect some personal interviews were conducted.
- The Management allowed collecting the data from the limited respondents only.

This study explores the notion of work/life balance, including the empirically grounded benefits for employers and employees. The study also challenges some of the rhetorical assumptions associated with work/life balance. Further, it outlines the cultural inhibitors to the implementation of flexible work arrangements and provides practical strategies for developing Work/life balance agendas.

Work/life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary; work/life balance is generally associated with

equilibrium, or maintaining an overall sense of harmony in life. The study of work/life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life.

## A Balance of Family, Life and Work

In recent years, the term 'work/life balance' has replaced what used to be known as 'work/family balance'. Although the concept of family has broadened to encompass extended families, shared parenting, same-sex relationships and a wide range of social and support networks and communities, the semantic shift from work/family to work/life arises from a recognition that care of dependent children is by no means the only important non- work function. Other life activities that need to be balanced with employment may include study, sport and exercise, volunteer work, hobbies or care of the elderly. 'Eldercare' in particular is becoming a growing issue for employers.

## Work/Life Conflict

Work/life balance is out of kilter when the pressures from one role make it difficult to comply with the demands of the other. This is known as work/life conflict. This means that if individuals do not feel they have a 'good' mix and integration of work and non-work roles, they may experience negative or conflicting outcomes. This implies a bi- directional relationship where work can interfere with non-work responsibilities (work/life conflict) and vice versa (life/work conflict).

## Public Policy Development

A range of public policies supporting work/life balance has been developed in response to

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economic and cultural trends, many of which focus on women's increased participation in paid employment. These trends include the long-term decline in fertility rates and its impact on population and labour-force growth; the strong growth in women's labour-force participation by the child-bearing and rearing age group (15–45 years) and its impact on the demand for formal childcare; and the strong growth in participation in secondary and post-secondary education by women and its impact on career achievement. Legislative reforms such as the International Labour Organization (ILO) Convention 156, Workers with Family Responsibilities 1981, antidiscrimination and affirmative action legislation and industrial relations changes have also lifted the profile of issues related to work/life balance and blurred the boundaries between public and private spheres.

## Organizational Policies

In addition to the development of public policies supporting responsibilities outside of paid employment, organizations have increasingly been developing formal policies that attempt to facilitate the work/life nexus. Work/life balance strategies enhance the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives. Three broad types of work/life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialized leave policies and dependent-care benefits

These include:

**A range of policies and practices:**

- Compressed work week
- Flexi time
- Job sharing
- Home telecommuting
- Work-at-home programs

- Part-time work
- Shorter work days for parents
- Bereavement leave
- Paid maternity leave
- Paid leave to care for sick family members
- Paternity leave
- On site/near site company childcare
- Company referral system for childcare
- Program for emergency care of ill dependents
- Childcare programs during school vacation
- Re-entry scheme
- Phased retirement
- Sabbatical leave
- Professional counseling
- Life skill programs
- Subsidized exercise for fitness centre
- Relocation assistance
- Work and family resource kit or library

These interventions are generally aimed at facilitating flexibility, supporting employees with childcare (and more recently eldercare) obligations and alleviating the negative impact of interference between work and non-work commitments and responsibilities. Public and organizational policy issues are not mutually exclusive. Rather, many legislative requirements (e.g., equal opportunity) affect organizations, While organizations voice their preferences for public policy to government. In accordance with legislation and principles of equity, public and organizational policy provides equitable, rather than identical, treatment to its recipients. That is, the pursuit of 'equitable', rather than 'same' treatments behind the efforts to enable all employees to perform well and compete effectively for employment opportunities as they arise.

## Skill Shortages

In the past, the provision of flexible work options was often viewed by the management

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of organizations as an optional 'fringe benefit'. In the current demographic and economic climate however, policies and strategies that promote work/life balance for employees are becoming increasingly vital to commercial sustainability. Many developed countries are in the throes of serious shortages of skilled workers in many industries and sectors. This problem is partly the result of, and will be exacerbated by, an ageing workforce that will grow proportionally over the next 20 years. This scenario has prompted concerns about the slowing of labour- market growth, with implications for overall economic growth. From an organizational perspective,

the adoption of work/life balance practices can help ease the problem of skill shortages by attracting and retaining previously 'untapped' pools of talent – including mothers returning to the labour market, mature workers and certain minority groups – by creating work environments that would have been previously untenable.

### Expensive Empty Desks

Work/life balance policies and practices can improve the 'employee experience' and hence help organizations to retain their staff. Turnover is a major issue for many businesses because of the costs of hiring and training new personnel, as well as the costs of not having departed employees working toward organizational goals. The established link between the provision of flexible work options and reduction in turnover means that work/life balance is now a strategic human resource issue. Research suggests that where employees' preferences for cultures and values are consistent with actual organizational cultures and values, turnover is decreased. This is known as 'person/organization fit' and is defined as "the compatibility between people

and organizations that occurs when at least one entity provides what the other needs or they share similar fundamental characteristics or both". Organizational cultures can include a range of values, meanings and assumptions, including responsiveness to work/life

balance needs. Therefore, when employers and employees see work/life balance as a priority, employees are more likely to commit and stay with the organization.

### BALANCING WORK WITH LIFE:

Increasingly employees are evaluating their personal satisfaction in terms of how will they balance the challenges they face in their job and life and what rewards they drive from it. More and more people are concerned with finding a job which interests them and fulfills their inner creative urge. Balancing work and life has become significant because of the change in nature of individual roles in a family. Social, economical and psychological factors connect the individual to the work place and family (life). Households nowadays are having double-income through two-wage earners. It is because a house wife in addition to her household duties is also doing the role of a career women to supplement the family income or to pursue her career goals they are balancing their family and job.

### Improved Work/Life Balance Measures

- Earlier return to work after maternity leave
- Better physical and mental health
- Broader talent pool available
- Reduced turnover
- Improved employee retention
- Improved performance
- Positive employer branding
- Improved job satisfaction
- Reduced absenteeism

In summary, a successful convergence between work and non-work aspects can be a win-win

situation for employees and employers alike. The ability to achieve satisfying experiences in all life domains enhances the quality of personal relationships and a range of organizational outcomes. On the other hand, conflict between different roles has been linked to negative outcomes such as job dissatisfaction, psychological strain and substance abuse. Thus it is imperative for employees and companies to connect work/life issues with strategic business needs. Despite an apparently widespread commitment to the principles of work/life balance, the reality for many employees is not always consistent with the rhetoric. Empirical studies show that the mere availability of extensive and generous work/life policies does not necessarily result in widespread utilization by employees or subsequent improvements in work/life balance and reductions in work/life conflict. The low uptake in some organizations appears to be related to different organizational environments, also known as 'organizational work/life cultures', which affect the extent to which flexible work options can be utilized and work/life balance achieved.

## MAJOR ISSUS IN WORK-LIFE BALANCE

Balancing a job\carrier with family sometimes becomes very tough for women employees. Especially those in top or managerial position this is when their children require close parental attention. In such a situation she may quit or temporarily leave her job.

An employee who has to take care of his elderly parents may also find balancing work and lif**e d**ifficult and so he may quit or take up a job he\she would be near the parent

## BENEFITS OF WORK - LIFE BALANCING PROGRAMMES

### 1. FOR THE EMPLOYEE

- Work – life balancing simpler, hassle-free.
- More interest in companies job.
- Becoming more creative and innovative.
- Job done with full focus and concentration.
- No loss of job-company in understanding.
- Quality time with family

### 2. FOR THE ORGANIZATIONS

- Happier and productive employees.
- Employees having a favorable view of the organization.
- Retention of employees, thereby reducing training costs.

### Quality of work life includes

Walton proposed eight conceptual categories that together make up the quality of work life

➢ Adequate and fair compensation

➢ Safe and healthy working conditions

➢ Immediate opportunity to use and develop human capacities

➢ Social integration in the work organization

➢ Constitutionalisation

➢ Work and total life space

➢ Social relevance of work life

➢ Promotion and career planning

## CONCLUSION

Every organization to sustain in the industry has to satisfy some of the basic needs and demands of its employees. Satisfied and motivated employees are the source of achieving the organizational goals and objectives.

In order to use the maximum potential of the human resource, the organization has to provide them with the best quality of their working life.

Therefore every organization needs to update and improve the quality of work life of the employees who make better contribution to production, quality and productivity.

## SUGGESTIONS

Based on the analysis conducted in the organization the following are the recommendations made to the organization.

- Some of the employees are not satisfied with the job environment and working conditions. Job environment and working conditions play a very important role in motivating the employees. So, the organization has to take some more steps to improve the job environment and working conditions.

- Some of the employees are not satisfied with the career-planning program. If an organization wants to retain its employees it must satisfy their innovate aspirations for growth and development of advancement in their career.

- Some of the employees are not satisfied with scope of creativity. If the job is creative then only the employees get more interest on their job. They can do many innovations in their job. Their creativity will be improved.

- Some of the employees are not satisfied with the labour welfare measures provided by the company. Labour welfare measures will improve the morale and increases the feeling of security that will in turn affect the personnel effectiveness in an organization. So the organization should take measures to improve the labour welfare measures.