

# A Study on Employee Quality of Work life

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**Abstract—** A high quality of work life is essential for organization to continue to attract and retain employees. QWL is a task in which organizations identify their responsibility to develop job and working states that are excellent for the employee and organization. Many factors determine the meaning of Quality of Work Life (QWL), one of which is workplace environment. QWL consists of opportunities for active involvement in group working settlement or problem solving that are of mutual benefit to employees or employers, based on labour management cooperation. This article reviews the meaning of QWL, analyses depth of QWL, practices of QWL, techniques for improving QWL and judgment methods of QWL in an organisation. The dimensions of QWL include health and well-being, job security, job satisfaction, competence development and the balance between work and non-work life.

**Index Terms—** Quality of Work Life, Job satisfaction, worklife and Non - worklife balance, Career development, Job involvement.

## I. INTRODUCTION

Quality of Work Life is becoming an increasingly popular concept in recent times. It basically talks about the ways in which an organization can see to the universal well-being of an employee instead of just focusing on work-related feature. QWL can be defined as "The quality of relationship between employees and the total working environment." It is a method by which an organization acknowledges to employee's needs for evolving mechanisms to allow them to share fully in making the decisions that design their lives at work. Good Quality of work life is mandatory for an organization to attract and to maintain skilled and talented employees. In order to live in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the QWL initiatives are very necessary. QWL involves wide variety of elements that are influenced on the performance of employees.

The intrusion of Quality of Work Life makes full use of a worker's potential, it makes sure of greater participation and association of workers, it can make work more easy, enhance the quality and increases efficiency. Quality of work life (QWL) refers to the favourableness or unfavourableness of a

job surrounding for the persons working in an organisation. The period of scientific management which concentrates solely on specialisation and efficiency, has underwent a revolutionary change. The traditional management (like scientific management) gave insufficient attention to human values. In the present scenario, needs and desires of the employees are changing. Employers are now reconditioning jobs for better QWL. The QWL as strategy of Human Resource Management has assumed increasing interest and necessity. Many other terms have come to be used conversely with QWL such as 'humanisations of work' 'quality of working life, 'industrial democracy' and 'participative work'. It can be concluded that QWL is unquite with taking care of the higher-order needs of employees in inclusion to their basic needs. The overall ambience of work place is adjusted in such a way that it creates more humanized jobs. QWL is viewed as that umbrella under which employees feel fully contended with the working surroundings and extend their wholehearted support to the management to improve efficiency and work environment.

Quality of work life has its roots in the theories of Maslow, Herzberg and McGregor. The needs for fulfilment as that of Abraham Maslow's motivational theory of needs hierarchy are comparable with those of the factors of QWL. Basic needs like monetary benefits come first, with good working conditions following it. Later comes career decisions, growth and evolution of human potential to satisfy. Maslow's esteem needs are corresponding with opportunity to use and develop human potential. Lastly challenging work is endorsed by Walton to fulfil self actualization need in need hierarchy. QWL concerns itself with fulfilling both hygiene factors and motivators as recognized by Herzberg to refine the work life of employees. The presumption of McGregor can be divided into two sets i.e., those of, 'Theory X' and those of 'Theory Y' gave understanding of changing attitudes values and work culture of employees. QWL presumes that all employees basically belong to 'Theory Y'. Thus, it is apparent that the QWL has had its origin in these theories of motivation.

## II. REVIEW OF LITERATURE

QWL is described as the favourable working surrounding that supports and promotes gratification by providing employees with rewards, job security, career growth opportunities, etc. Hackman (1980) found that the work surrounding that is able to satisfy employees' personal wants is judged to provide a positive interaction effect, which will lead to an excellent QWL. Cunningham and Eberle (1990) emphasized that the personal needs are gratified when rewards from the organization, such as compensation, promotion, recognition and development meet their belief. The elements that are suitable to an individual's quality of work life include the task, the physical work surrounding, and social surrounding

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within the organization, administrative system and relationship between life on and off the job. Chan and Einstein (1990) explained QWL reflects as a concern for people's skill at work, their relationship with other people, their work setting and their productiveness on the job. European Foundation for the Improvement of Living Conditions 2002 described that the QWL is a multi-dimensional construct, made up of a number of integral factors that need careful contemplation to conceptualize and measure. It is related with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life. QWL programs will serve both faculty and management, by jointly solving work-related problems, building collaboration, improving work surroundings, restructuring tasks thoroughly and fairly managing human resource outcomes and payoffs according to the study of Che Rose et al. (2006 A). From the literature survey, following 5 important elements of quality of work life were considered for the literature review. Health and wellbeing, job security, job satisfaction, competence development and the balance between works with non-work life.

### III. MEANING & CONCEPT OF QWL

The term 'quality of work life (QWL) has different meanings of different peoples, some contemplate it industrial democracy or codetermination with increased employee involvement in the decision making methods. For others, especially managers and administrators, the term denotes improvement in the psychological part of work to improve efficiency & effectiveness. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and considerate working conditions. Others view it as refining social relationships at workplace through autonomous workgroups. Finally, others take a broader view of recasting the entire organizational climate by civilizing work, individualizing organization and revising the structural and managerial systems. Predominantly the definition of quality of work life includes four major parts: safe work surrounding, occupational health care, acceptable working time and appropriate salary the safe work surrounding provides the basis for the person to enjoy working. The work should not pose a threat for the person. The employer and employee who are aware of their risks and rights could attain a lot in their mutually beneficial dialogue; the working time has been established by the state according to legislation. The standard limits on overtime, rest days, and public holidays etc. have also been stipulated. The suitable salary is agreed upon by the employee and the employer and fixed by the Pay Commission. The Government also creates the rate of the Minimum wage; The employer should not pay less than that to the employee. The concept of QWL is based on the belief that a job is more than just a job. It is the centre of a person's life. In recent years there has been swelling concern for QWL due to various factors:

1. Increase in education level and subsequent job aspirations of employees;
2. Association of workers;
3. Importance of human resource management;
4. Predominant industrial unrest;

5. Growing of knowledge in human behaviour, etc.

### IV. OBJECTIVES OF QWL

The main objectives of the QWL programmes are to:

1. Enhance employee satisfaction;
2. Enhance physical and psychological health of employees which creates positive feelings;
3. Improve productivity of employees;
4. Strengthen workplace learning;
5. Create the image of the company as best in recruitment, retention, and in general Motivation of employees.

### V. METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study, or the theoretical analysis of the body of methods and principles associated with a branch of knowledge. It has been explained also as the analysis of the principles of methods, rules, and hypothesized study of methods that are, can be, or have been applied within a regulation or the study or description of methods.

#### **Research Objective:**

To understand the worklife & employee's level of satisfaction.

#### **Research Design:**

1. Data collected was primary as it was collected from means of questionnaire from employees of different professions.
2. A close ended questionnaire was used for the purpose of this study.
3. A Likert Scale a five point scale was used in the questionnaire administered for the studies ranging from strongly agree to strongly disagree.

#### **Sampling Frame:**

Sample unit : Employees from different professions.  
Sample size : 109 (57 Males, 52 Females)

#### **Analysis Tools:**

The collected data is coded, analysed with the help of SPSS version 20.0 using Kaiser Meyer Olkin sampling adequacy and factor analysis with varimax Kaiser normalization.

### VI. LIMITATIONS OF STUDY

The limitations to this study are that even though this questionnaire is induced & covering maximum aspects but the survey was loosely conducted on generalised people hence can't be relayed on completely. The scope for further research in this topic is immense. Furthermore, psychological factors were not considered more than physiological factors.

### VII. FINDINGS & ANALYSIS

Reliability Statistics - Reliability test was first applied on the collected data. Cronbach's Alpha coefficient on 22 items has been found as .961 which shows that there is high consistency.

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.961	22

Factor Analysis: It is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in variables that might be caused by underlying factors.

**MAJOR FACTORS**

<b>1. Employee satisfaction</b>	
Developing own skills & abilities	0.811
Good usage of knowledge & skills	0.757
Staying with the organisation	0.732
Workers safety	0.702
Team work	0.697
Effective team	0.680
Relation with supervisor	0.679
Help for personal problems	0.669
Job Satisfaction	0.663
Fringe benefits	0.649
Grievances resolution	0.638
<b>2. Job Enrichment</b>	
Appropriate pay	0.811
Safety measurement	0.783
Cooperation	0.750
Free from harassment	0.715
Enhancement of Knowledge	0.706
<b>3. Growth &amp; Opportunity</b>	
Ethical Rules	0.778
Gender Equality	0.768
/Employee Productivity	0.726
Physical work environment	0.713
Job Security	0.617

c) ANOVA (one way Analysis of Variance):

**Significance test-**

- i. For the variable VAR00001, the value of sig. is 0.729 which is not less than 0.05, hence the hypothesis that **Work at hand** has a significant impact on employee quality of worklife is Accepted.
- ii. For the variable VAR00002, the value of sig. is 0.816 which is not less than 0.05 and hence the hypothesis that the **usage of knowledge & skills** has a significant impact on employee quality of worklife is Accepted.
- iii. For the variable VAR00003, the value of sig. is 0.982 which is not less than 0.05 and hence the hypotheses that **appropriate pay** has a significant impact on employee quality of worklife is Accepted.
- iv. For the variable VAR00004, the value of sig. is 0.471 which is not less than 0.05 and hence the hypothesis

that **Fringe benefits** has a significant impact on employee quality of worklife is Accepted.

- v. For the variable VAR00005, the value of sig. is 0.667 which is not less than 0.05 and hence the hypothesis that **Physical work environment** has a significant impact on employee quality of worklife is Accepted.
- vi. For the variable VAR00006, the value of sig. is 0.291 which is not less than 0.05 and hence the hypothesis that **Supervisor's behaviour** has a significant impact on employee quality of worklife is Accepted.
- vii. For the variable VAR00007, the value of sig. is 0.821 which is not less than 0.05 and hence the hypothesis that **Cooperation among team members** has a significant impact on employee quality of worklife is Accepted.
- viii. For the variable VAR00008, the value of sig. is 0.265 which is not less than 0.05 and hence the hypothesis that **Team Spirit** on employee quality of worklife is Accepted.
- ix. For the variable VAR00009, the value of sig. is 0.730 which is not less than 0.05 and hence the hypothesis that **Gender Equality** has significant impact on employee quality of worklife is Accepted.
- x. For the variable VAR00010, the value of sig. is 0.584 which is not less than 0.05 and hence the hypothesis that **Grievance resolution** has a significant impact on employee quality of worklife is Accepted.
- xi. For the variable VAR00011, the value of sig. is 0.907 which is not less than 0.05 and hence the hypothesis that **Harassment/Abuse** has a significant impact on employee quality of worklife is Accepted.
- xii. For the variable VAR00012, the value of sig. is 0.366 which is not less than 0.05 and hence the hypothesis that **Help regarding personal problems** has a significant impact on employee quality of worklife is Accepted.
- xiii. For the variable VAR00013, the value of sig. is 0.811 which is not less than 0.05 and hence the hypothesis that **Ethical Values** has a significant impact on employee quality of worklife is Accepted.
- xiv. For the variable VAR00014, the value of sig. is 0.964 which is not less than 0.05 and hence the hypothesis that **staying in the organisation** has a significant impact on employee quality of worklife is Accepted.
- xv. For the variable VAR00015, the value of sig. is 0.319 which is not less than 0.05 and hence the hypothesis that **safety of workers** has a significant impact on employee quality of worklife is Accepted.
- xvi. For the variable VAR00016, the value of sig. is 0.995 which is not less than 0.05 and hence the hypothesis that **Job Enrichment** has a significant impact on employee quality of worklife is Accepted.
- xvii. For the variable VAR00017, the value of sig. is 0.447 which is not less than 0.05 and hence the hypothesis that **Job Security** has a significant impact on employee quality of worklife is Accepted.
- xviii. For the variable VAR00018, the value of sig. is 0.759 which is not less than 0.05 and hence the hypothesis that **Efficient top management** has a significant impact on employee quality of worklife is Accepted.
- xix. For the variable VAR00019, the value of sig. is 0.381 which is not less than 0.05 and hence the hypothesis

that **Knowledge enhancement** has a significant impact on employee quality of worklife is Accepted.

xx. For the variable VAR00020, the value of sig. is 0.055 which is equal to 0.05 and hence the hypothesis that **compromises on worker’s safety** has a significant impact on employee quality of worklife has No Significance.

xxi. For the variable VAR00021, the value of sig. is 0.329 which is not less than 0.05 and hence the hypothesis that **Employee Productivity** has a significant impact on employee quality of worklife is Accepted.

xxii. For the variable VAR00022, the value of sig. is 0.261 which is not less than 0.05 and hence the hypothesis that **Job Satisfaction** has significant impact on employee quality of worklife is Accepted

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
VAR00001	Between Groups	.151	1	.151	.121	.729
	Within Groups	133.996	107	1.252		
	Total	134.147	108			
VAR00002	Between Groups	.042	1	.042	.054	.816
	Within Groups	83.224	107	.778		
	Total	83.266	108			
VAR00003	Between Groups	.000	1	.000	.001	.982
	Within Groups	92.348	107	.863		
	Total	92.349	108			
VAR00004	Between Groups	.377	1	.377	.523	.471
	Within Groups	77.073	107	.720		
	Total	77.450	108			
VAR00005	Between Groups	.183	1	.183	.186	.667
	Within Groups	104.900	107	.980		
	Total	105.083	108			
VAR00006	Between Groups	.856	1	.856	1.128	.291
	Within Groups	81.254	107	.759		
	Total	82.110	108			
VAR00007	Between Groups	.046	1	.046	.051	.821
	Within Groups	96.266	107	.900		
	Total	96.312	108			
VAR00008	Between Groups	.930	1	.930	1.256	.265
	Within Groups	79.217	107	.740		
	Total	80.147	108			
VAR00009	Between Groups	.115	1	.115	.120	.730
	Within Groups	102.967	107	.962		
	Total	103.083	108			
VAR00010	Between Groups	.237	1	.237	.302	.584
	Within Groups	84.093	107	.786		
	Total	84.330	108			
VAR00011	Between Groups	.011	1	.011	.014	.907
	Within Groups	86.704	107	.810		
	Total	86.716	108			
VAR00012	Between Groups	.746	1	.746	.825	.366
	Within Groups	96.813	107	.905		
	Total	97.560	108			
VAR00013	Between Groups	.064	1	.064	.057	.811
	Within Groups	120.138	107	1.123		
	Total	120.202	108			
VAR00014	Between Groups	.002	1	.002	.002	.964
	Within Groups	101.081	107	.945		
	Total	101.083	108			
VAR00015	Between Groups	.856	1	.856	1.004	.319
	Within Groups	91.254	107	.853		
	Total	92.110	108			
VAR00016	Between Groups	.000	1	.000	.000	.995
	Within Groups	84.147	107	.786		
	Total	84.147	108			
VAR00017	Between Groups	.681	1	.681	.582	.447
	Within Groups	125.081	107	1.169		
	Total	125.761	108			
VAR00018	Between Groups	.072	1	.072	.095	.759
	Within Groups	81.726	107	.764		
	Total	81.798	108			
VAR00019	Between Groups	.655	1	.655	.772	.381
	Within Groups	90.740	107	.848		
	Total	91.394	108			
VAR00020	Between Groups	2.997	1	2.997	3.766	.055
	Within Groups	85.150	107	.796		
	Total	88.147	108			
VAR00021	Between Groups	1.023	1	1.023	.963	.329
	Within Groups	113.656	107	1.062		
	Total	114.679	108			
VAR00022	Between Groups	1.059	1	1.059	1.279	.261
	Within Groups	88.592	107	.828		
	Total	89.651	108			

CONCLUSION

Through this research we can conclude that while working in an organisation there are n number of factors that affect a particular employee’s worklife. And mainly it broke the presumption that an employee can only have a good quality of worklife psychologically but it is also affected by physiological factors.

If these factors are taken care time to time in every organisation then every employee will be satisfied & which in turn would help in smooth functioning of an organisation.

Through this questionnaire we can say that an organisation does provide their employee’s with benefits & do give them physical & mental satisfaction both.

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