



A Study on Paradigms of Quality of Work Life and Its Dimensions

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Abstract:

In today's competitive global economy, human is among the most crucial resources. To retain human resource and to attain maximum productivity from them is a great challenge for the organizations. Since it is easy to obtain a person physical presence at work place but loyalty, commitment and job involvement comes through the quality of work life. It has become important to comprehensively construct an environment at work place which reflects the employee well being over there. Thus, providing satisfaction at mind and declining negative personal consequences of the employees through quality of work life is the necessity of these days. Quality of work life of employees has been widely studied and is it still has a greater focus on increasingly far more and more humanizing the job conditions as well as the total work environment from different angle. Thus, employee's quality of work life seems to be highly important because satisfaction of these people is a back-bone for organizational survival and development. The main objective of this study is to understand the perspective of quality of work life and to identify various dimensions of quality of work life. For this purpose secondary data is being used. The findings of the study states that the quality of work life is not only measured by one or two factors but there are group of factors which affects the quality of work life. Furthermore, an effective implication of quality of work life in any organization is advantageous for both the employee and employer.

Keywords: Quality of work life, job involvement, human resource, job satisfaction.

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1. INTRODUCTION

Work is an essential part of anyone's life, as it is livelihood or earnings of his life. When a person joins any work place, it becomes his identity in the society. Since on an average an employee spend eight hours a day in the organization. Human being is mainly emotional entity. He joins an organization in his capacities to satisfy his economic, social and psychological needs. In any organization an employee has to adhere to the given quality of working life and play pre-formatted prearranged roles. Hence, a good quality of working life of any organization plays an integral part to develop employee's working skills, positive attitudes toward his job in particular and organization as a whole, level of job satisfaction, job involvement and commitment for his respective organization. An organization with high quality of work life is the one that promotes and maintain a work environment that results into excellence in everything it does-by ensuring open communication, appreciation, admiration, faith, support, safety and satisfaction of its members, both personality and professionalism. The concept of quality of work life in the contemporary management has become a major social issue throughout the world, while in the past few decades only personal life (non-professional) was emphasized on. The supporters of quality of work life theory seek new systems to help the staff so that they could draw a balance between their work life and personal life (Akdere, 2006).

2. REVIEW OF LITERATURE

Singh, Rashmi and Tripathi, Shruti (2016) examined the relationship the quality of work life (QWL) of working professionals in IT industry executives and to identify the various variables that contributes to quality of work life. The study conducted on 330 respondents from Bangluru, India. The findings of the study show that QWL and job performance has the significant differences towards each dimension and the significant personal variables can have an effect on the QWL and job performance.

Mosadeghrad, Ali Mohammad (2013) determined the level of quality of work life (QWL) among hospital nurses. The study carried on 316 respondents from six hospitals, three ministry of health hospitals, one social security and two private hospitals of Isfahan, Iran. The results of the study bring out that level of QWL and education level are correlated.

W.N. Thalung et al (2010) studied on quality of work life indicators as a corporate social responsibility of electrical and electronics private Organizations in Thailand. It is a documentary research and data was collected from the in-depth interview with experts and specialist. Health environment, total life span, work life balance, adequate and fair compensation, social integration support used as dimensions of QWL and four major dimensions of CSR, namely: economic, environmental, social and ethics used as a parameters. The finding shows that QWL indicates perception about for a more effective CSR, developing a good quality of work life (QWL) is crucial.

Rose, Raduan Che et al. (2006) analyzed the level and relationships between the quality of work life (QWL) and career related variables. The respondents were selected on the basis on random sampling and sample consisted of 475 respondents from free trade zone of Malaysia. The finding shows that the three exogenous variables are significant: career satisfaction, career achievement and career balance with 63% of the variance in QWL.

Data, Tanmoy (1999) examined the quality of work life (QWL) with the perspective of human values. The study was conceptual based on theoretical framework. The study results that QWL of individual increases when he believes in organization vision and other human values attached to the job.

3. OBJECTIVES OF THE STUDY

1. To understand the concept of quality of work life.
2. To identify various dimensions of quality of work life.

4. RESEARCH METHODOLOGY

To achieve the above stated objectives based on quality of work life and its dimensions, secondary data has been collected from the various sources. Sources to collect the data are research articles, published theses, newspaper articles, magazines, books and online sources of related study. Mainly secondary data has been utilized for making the study more comprehensive, comparable and result oriented.

5. HISTORICAL PERSPECTIVE AND CONCEPT OF QUALITY OF WORK LIFE

The thought or concept of quality of work life has its roots back to decade of 1910s. When F.W. Taylor published his book "The Principles of Scientific Management" in which he elaborated the concept of scientific management and also discussed about the approaches towards management by science. The traditional job design of scientific management focuses on division of labor, job hierarchy, close supervision and the one best way of doing work. The system of job-hierarchy had made workers fully dependent upon their superior resulting demoralization of employees' personal skills. These consequences arouse demand for humanized jobs which can satisfy workers with higher needs, higher skills and bring better productivity from them.

The term quality of work life officially was first time used by Davis in 1972 in the forty third American Assembly conferences on "the changing world of work" at Columbia University, Arden house, New York. Thereafter many academicians, managers and researchers worked on the concept of quality of work life and bring various theories and model on it. Quality of working life of employees has been widely studied and it is still has a greater focus on increasingly far more and more humanizing the job conditions as well as the total work environment from different angle. Thus, employee's quality of work life seems to be highly important because satisfaction of these people is a back-bone for organizational survival and development.

6. DEFINITIONS OF QUALITY OF WORK LIFE

There are no generally acceptable definitions which defines the term quality of work life. From the beginning of 1900s the term quality of work life has been defined differently by different psychologist, researchers and managers in their own respective ways to cover various aspects of quality of work life at large. Thus, these all can be made clearer by going through various definitions of quality of work life. They are as follows:

Quality of work life is defined by Lawler (1968) as "the employee perceptions of their physical and mental well-being at work".

Spink (1975) defined quality of work life as "the degree of excellence in the work and working conditions which contribute to overall satisfaction of the individual and enhance individual as well as organizational effectiveness".

According to Lippit (1977) thought quality of work life as, “the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal need to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievements and to have an opportunity to improve one’s skills and knowledge”.

As per Blau and Robins (1990) QWL is “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”.

Heskett, Sasser and Schlesinger (1997) define QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organization’s growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL.

7. DIMENSIONS OF QUALITY OF WORK LIFE

Since early 1970s academicians, psychologist and managers become interested in studying various aspects of quality of work life and various attempts have been made to identify various dimensions of quality of work life. Some have given emphasis to the improvement of work conditions leading to better quality of work life, while other feel a fair compensation and job security should be emphasized.

Walton (1975), one of the major interpreters of quality of work life movement has proposed eight major dimensions to understand the concept of quality of work life. These dimensions have been given in fig. 1.

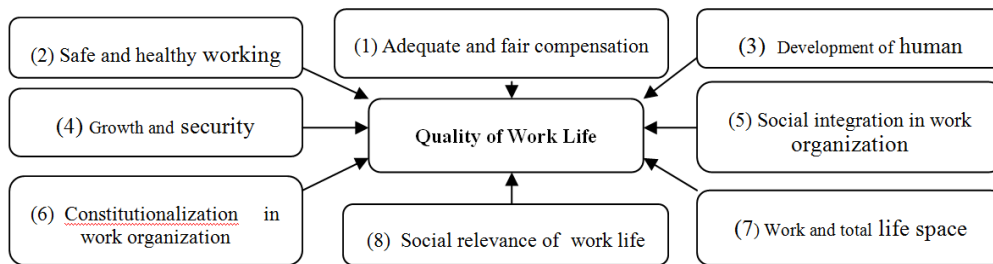


Fig. 1: Dimensions of QWL by Walton (1975)

Taylor (1979) had described the essential components or dimensions of quality of working life as; (1) Basic job factors, (2) Wages, (3) Working hours and working conditions, (4) Intrinsic job characteristics and (5) Nature of the work itself. He suggested that a number of other aspects could be added in quality of work life. The main dimensions among them are given in fig. 2.

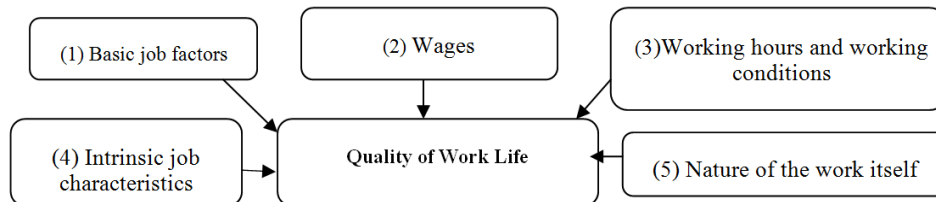


Fig. 2: Dimensions of QWL by Taylor (1979)

These aspects are worker participation in the management, fairness and equity, social support, use of one's present skills, competency development, a meaningful future at work, social relevance of the work and effect on extra work activities. He suggested that quality of work life concepts is globally relevant, although their magnitude may vary according to given organization and employee group.

Heizel et al. (1993) proposed four dimensions of quality of work life as; (1) Growth, (2) Mastery, (3) Involvement, and (4) Self control. These dimensions are focused to the individual variables related to employee. Therefore these dimensions help in improving quality of work life of the employee and shown in fig. 3.

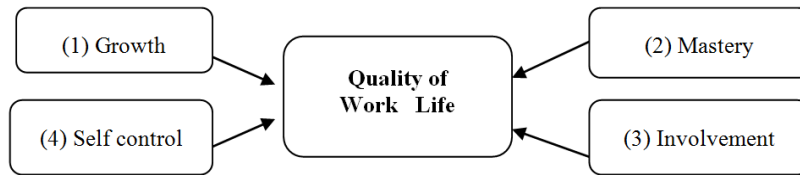


Fig. 3: Dimensions of QWL by Heizel et al.

European Foundation for the Improvement of Living and Working Condition (2002) had used different set of dimensions in their quality of work life studies. The dimensions of quality of work life selected are as follows: (1) Health and well-being, (2) Job security, (3) Job satisfaction, (4) Competency development, and (5) Work and non-work life balance. The foundation focused on the job related environment and as well as well being of the employee in the organization. The dimensions have been shown in fig. 4.

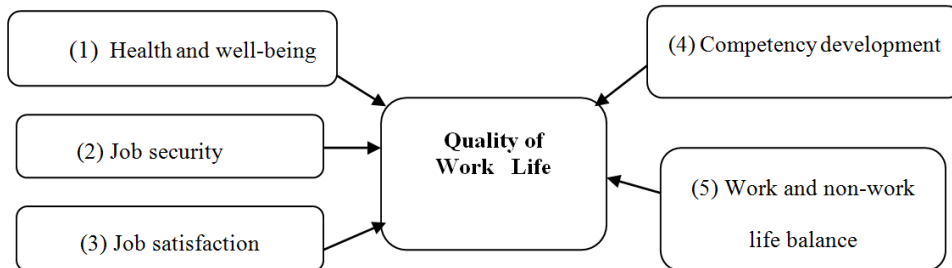


Fig. 4: Dimensions of QWL by E.F.I.L.W.C.

8. CONCLUSION AND SUGGESTIONS

The Quality of Work Life (QWL) has understood an increasing interest and importance in all the countries of the world. It is very significant in the context of commitment to work, job involvement, motivation and job performance. It means to facilitate the fulfillment of human needs and goal accomplishment. Quality of work life consists of opportunities for active involvement in group working, problem solving that are of mutual benefit to employers and employees based on labor management cooperation. Quality of work life as a set of methods such as autonomous work groups, job enrichment and high involvement aimed at boosting the satisfaction and productivity of workers. The finding of the study states that the quality of work life is not only measured by one or two factors but there are group of factors which affects the

quality of work life. These may be as; fair compensation, healthy working conditions, growth and security, social relevance of work life, working hours and working conditions, job involvement, work and non-work life balance, competency development, intrinsic job characteristics, etc. Therefore, considering these factors or variables an organization can design suitable programs aimed to improve the quality of working life of its employees. Furthermore, an effective implication of quality of work life in any organization is advantageous for both the employee and employer. It makes the employment in an organization an advantageous, personal and social situation, without improvement in the quality of work life in the organization it is difficult to improve the organizational performance.

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