

QUALITY OF WORK LIFE: A TOOL FOR EMPLOYEE ENGAGEMENT (A THEORETICAL PERSPECTIVE)

Prof. (Dr.) Dipin Mathur

*Faculty of Management, Pacific Academy of Higher Education & Research University,
Udaipur, Rajasthan*

Ms. Neha Shrivastav

*Research Scholar, Faculty of Management, Pacific Academy of Higher
Education & Research University, Udaipur, Rajasthan.*

Abstract

The most critical aspect for any organization is considered to be Quality of work life and employee engagement. It is found that there are few facilities which are unsatisfactory, and few facilities are to be provided by the organization in order to maintain, retain the employees as well the high productivity of the organization. Hence the management has to look upon the facilities that are not available and is the points where employees are dissatisfied with unavailability of the facility. Because of the facilities that are unavailable will lead for low employee engagement, stress, dissatisfaction, etc. At the same time it is observed that when the employees are provided with internal, personal, physical, spiritual working environments, will lead for higher engagement in the organization.

One can obtain man's physical presence at a given place, and a measured number of skilled muscular motions per hour or day. But the enthusiasm, initiative, joy, loyalty, you can't obtain by devotion of hearts, mind and souls. Apart from this if the employee is provided with other extrinsic and intrinsic benefits then this will lead for high productivity and results in employee engagement too. To introduce the hard practices in to the organization it is the important to have encouraging atmosphere. QWL is one of the most important factors, which leads to such favorable atmosphere. It produces more humanized jobs. It attempts to serve the higher order needs of employees are human resources that are to be developed rather than simply used.

Quality of work life has become the watchword in today's industrial scene, because when there is proper quality of work life for the employees it will lead to the satisfaction of the employees. QWL leads to an atmosphere that encourages than to improve their skill. It also leads to have good interpersonal relations and highly motivated employees who strive for their development. QWL will ensure enthusiasm work environment with opportunities for everyone to give is best. Such job will provide job satisfaction and pride to the company. (Gaurav, 2012)

Key Words: *Quality of Work Life, Employee Engagement, Job Satisfaction*

Introduction:

The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry.

Chand (n.d.) in his work on Quality of work life has rightly concluded that the present era is an era of knowledge workers and the society in which we are living has come, to be known as knowledge society. The intellectual pursuits have taken precedence over the physical efforts. Some knowledge workers work for more than 60 hours a week. As a result of this, their personal hobbies and interests clash with their work. Life is a bundle that contains all the strands together and hence the need to balance work life with other related issues. '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.

At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization. Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life 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. **(Balaji, n.d.)** life affects the workers some time or another, regardless of position or status. The frustration, boredom and anger common to employees can be costly to both individuals and organisations. Managers seek to reduce job dissatisfaction at all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify the attributes which affect the quality of working life.

Resultantly it Pilots an Organization to Achieve:

- i. Positive employee attitudes toward their work and the company.
- ii. Increased productivity and intrinsic motivation.
- iii. Enhanced organizational effectiveness and competitive advantage.

Quality of Work Life Revolves Around Three Principal Angles (Tanuja, n.d.)

1. Occupational Health Care: Safe work environment provides the basis for people to enjoy their work. The work should not pose health hazards for the employees.
2. Suitable Working Time: Companies should observe the number of working hours and the standard limits on overtime, time of vacation and taking free days before national holidays.
3. Appropriate Salary: Work represents a role which a person has designated to himself. On the one hand, work earns one's living for the family; on the other hand, it is a self-realization that provides enjoyment and satisfaction. The employee and the employer should agree upon appropriate salary. The Government establishes the rate of minimum salary; the employer should not pay less than that to the employee.

Rupa (n.d.) opines that "Human resource departments are involved with efforts to improve productivity through changes in employee relations. QWL means having good supervision, good working conditions, good pay and benefits and an interesting, challenging and rewarding job. High QWL is sought through an employee relations philosophy that encourages the use of QWL efforts, which are systematic attempts by an organisation to give workers greater opportunities to affect their jobs and their contributions to the organisation's overall effectiveness. That is, a proactive human resource department finds ways to empower employees so that they draw on their "brains and wits," usually by getting the employees more involved in the decision-making process."

QWL is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

The basic purpose is to develop work environments that are excellent for people as well as for the economic health of the organization. A better quality of work life for employees leads to a higher productivity for the employer. In the search for improved productivity, manager and executives alike are discovering the important contribution of QWL. QWL entails the design of work systems that enhance the working life experiences of organizational members, thereby improving commitment to and motivation for achieving organizational goals. Most,

often, this has been implemented through the design of jobs that afford workers more direct control over their immediate work environment. (**Quality of Work Life, 2011**)

(I) Meaning:

Quality of work life (QWL) refers to the favourableness or unfavourableness of a job environment for the people working in an organisation. The period of scientific management which focused solely on specialisation 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. (**Chand, n.d.**)

Quality of work life can be defined as the environment at the work place provided to the people on the job. QWL programs is the another dimension in which employers has the responsibility to provide congenial environment i.e excellent working conditions where people can perform excellent work at the same time their health as well as economic health of the organization is also met. The quality of personal life is always reflected in professional life and vice versa. Now a day to retain the employees in the organization providing healthy QWL is the key factor. (**Kaur, n.d**)

The term refers to the favourableness or unfavourableness of a total job environment for people. QWL programs are another way in which organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation. The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focused on job enrichment. In addition to improving the work system, QWL programs usually emphasise development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations. (**Rupa, n.d**)

(II) Concept of Quality of Work Life (QWL):

The term quality of work life appeared in Research journals and press in USA only in 1970s. It refers to the favorable or unfavorable aspect of a job environment for people working in the organization.

J. Richard and J. Joy defined QWL as the degree to which members of a work organization are able to satisfy personnel needs through their experience in the organizations. Richard E. Walton explained QWL in term of following eight conditions:

- 1. Adequate and Fair Compensation:** The committee on fair wages defines wages as the wage which is above the living age.
- 2. Safe and Healthy Working Conditions:** Most of the organizations provide safe and healthy working conditions.
- 3. Opportunity to Use and Develop Human Capacities:** The worker can exercise more control over his or her work, QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities.
- 4. Opportunity for Career Growth:** Opportunities for promotions are limited for the employees due to either educational barriers or due to limited opening at the higher level. QWL provides opportunity for continued growth and security and by expanding employs knowledge and qualifications.
- 5. Social Integration in the Work Place:** it can be established by creating freedom from prejudice, supporting primary work groups, a sense of community and inter personal open legalitarianism and upward mobility.
- 6. Constitutionalism in the Work Organizations:** constitutionalism protection is provided to employees on such matters as privacy, free speech, equity and due process.
- 7. Work and Quality of Life:** QWL provides for the balanced relationship among work, non work and family life should not be strained by working hours, including business travel, transfers, vacations etc.
- 8. Social Relevance of Work:** QWL is concerned about the establishment of social relevance to work in a socially beneficial banner. (Gaurav, 2012)

(IV) Definition:

Chand (n.d.) advocated that ‘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 work’.

Quality of Working Life can be defined as “The quality of relationship between employees and the total working environment.” (**Quality of Work Life, 2011**)

There are divergent views as to the exact meaning of QWL.

A few definitions given by eminent authors on QWL are given below:

1. “QWL is a process of work organisations 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 organisations and improved quality of life at work for employees. ”

-The American Society of Training and Development

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

-Nadler and Lawler

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

-Luthans

4. “QWL is based on a general approach and an organisation approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society. ”

-Beinum

5. “The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization”

-J Richard and J Loy

6. “When organizations have addressed the issue of quality of working life, they have always achieved great productivity breakthroughs”

-Jerome M. Rosow

(V) Nature and Scope of Quality of Work Life:

Quality of work life is the quality of relationship between employees and total working environment. A Great Place to work is where “You Trust the people you work for, have pride in what you do, and enjoy the people you work with.” Quality of work life represents concern for human dimensions of work and relates to job satisfaction and organisational development.

Tanuja (n.d) proposed that the Following Aspects Improve the QWL:

1. Recognition of Work Life Issues: Issues related to work life should be addressed by the Board and other important officials of the company like why people are not happy, do they need training, why employee morale is poor and numerous other issues. If these are addressed properly, they will be able to build, “People-Centred Organisations”.

2. Commitment to Improvement: QWL can be improved if the staff is committed to improvement in productivity and performance. This issue can be taken by the board through staff recognition and support programmes. Board should prepare QWL reports on periodic basis to boost the system. They can also introduce reward system which will be of help to them.

3. Quality of Work Life Teams: Board members should form the combined team of managers and workers and all the issues and common themes must be identified. All issues must be addressed like loss of morale, lack of trust, increased intensity of work, reward, recognition etc. and commonly, managers and staff should arrive at solutions.

4. Training to Facilitators: Both the leader and staff can assess the job requirement and decide jointly what type of training is required to improve the quality of work life

5. Conduct Focus Groups: Forming focus groups can emerge as an effective mode to discuss and address the important questions in a positive way. This will lead to the identification of reasons of workforce enjoying/not enjoying work, the top issues that affect quality of work life, expectations from the organization, etc.

6. Analyze Information from Focus Group: After the formation of focus groups and their discussion on different issues and collection of information, the information should be analysed to give right direction to organisational activities.

7. Identify and Implement Improvement Opportunities: It is important to identify and implement improvement opportunities like communication, recognition and non-monetary compensation. Improving support structure, constant review of reward and recognition system etc. would help in formulating communication strategies, focusing on linkages between managers and staff.

(VI) Significance of Quality of Work Life:

Quality of work life (QWL) is a fact that an individual's life can't be compartmentalized and any disturbance on the personal front will affect his/her professional life and vice-versa. A good Work life balance is also what motivates an employee the most to perform well at his or her job and also spend quality time with the family. Therefore, organisations have started to focus on the overall development and happiness of the employee for their motivation and reducing his/her stress levels without jeopardizing the economic health of the company. **(Quality of Work Life (QWL), n.d.)**

Many companies find that paying attention to the needs of employees can benefit the company in terms of productivity, employee loyalty and company reputation.

Tanuja (n.d) Highlighted that the Importance of QWL is Because of the Following Reasons:

1. Enhance Stakeholder Relations and Credibility: A growing number of companies that focus on QWL improve their relationships with the stakeholders. They can communicate their views, policies, and performance on complex social issues; and develop interest among their key stakeholders like consumers, suppliers, employees etc.

2. Increase Productivity: Programmes which help employees balance their work and lives outside the work can improve productivity. A company's recognition and support — through its stated values and policies — of employees' commitments, interests and pressures, can relieve employees' external stress. This allows them to focus on their jobs during the workday and helps to minimize absenteeism. The result can be both enhanced productivity and strengthened employee commitment and loyalty.

3. Attraction and Retention: Work-life strategies have become a means of attracting new skilled employees and keeping existing ones satisfied. Many job seekers prefer flexible working hours as the benefit they would look for in their job. They would rather have the opportunity to work flexible hours than receive an additional increment in annual pay. This results in savings for the employer as it avoids the cost of losing an experienced worker and recruiting someone new. Moreover employers who support their staff in this way often gain loyalty from the staff.

4. Reduces Absenteeism: Companies that have family-friendly or flexible work practices have low absenteeism rates. Sickness rates fall as pressures are managed better. Employees have better methods of dealing with work-life conflicts than taking unplanned leave. Workers (including the managers) who are healthy and not over-stressed are more efficient at work.

5. Improve the Quality of Working Lives: Minimising work-life role conflict helps prevent role overload and people have a more satisfying working life, fulfilling their potential both in paid work and outside it. This helps in minimizing stress and fatigue at work, enabling people to have safer and healthier working lives. Workplace stress and fatigue can contribute to injuries at work and home.

6. Matches People who would not otherwise Work with Jobs: (a) Parents, people with disabilities and those nearing retirement may increase their work force participation if more flexible work arrangements are made. Employment has positive individual and social benefits

beyond the financial rewards; (b) Employers may also benefit from a wider pool of talent to draw from, particularly to their benefit when skill shortages exist.

7. Benefiting Families and Communities: (a) In a situation of conflict between work and family, one or other suffers. Overseas studies have found that family life can interfere with paid work. QWL maintains balance between work and family. At the extreme, if family life suffers, this may have wider social costs; (b) Involvement in community, cultural, sporting or other activities can be a benefit to community and society at large. For instance, voluntary participation in school boards of trustees can contribute to the quality of children's education. While such activities are not the responsibility of individual employers, they may choose to support them as community activities can demonstrate good corporate citizenship. This can also develop workers' skills which can be applied to the work place.

8. Job Involvement: Companies with QWL have employees with high degree of job involvement. People put their best to the job and report good performance. They achieve a sense of competence and match their skills with requirements of the job. They view their jobs as satisfying the needs of achievement and recognition. This reduces absenteeism and turnover, thus, saving organisational costs of recruiting and training replacements.

9. Job Satisfaction: Job involvement leads to job commitment and job satisfaction. People whose interests are protected by their employers experience high degree of job satisfaction. This improves job output.

10. Company Reputation: Many organizations, including Governments, NGOs, investors and the media, consider the quality of employee experience in the work place when evaluating a company. Socially responsible investors, including some institutional investors, pay specific attention to QWL when making investment decisions.

(VII) Problems in Improving the QWL:

Though every organisation attempts to improve the employer-employee relations and through it, the quality of work life of employees, problems may occur in effective implementation of QWL programmes. These problems may occur because of:

1. Poor Reward and Recognition: People will not do their best when they feel that employers' commitment in terms of reward and recognition is lacking. Commitment is a mutual phenomenon. When employers want to get the best from employees but do not give them reward and recognition, people will not be committed to work.

2. Dead-end Jobs: Work which does not offer opportunities for growth and promotion is one of the greatest reasons for employees' de-motivation and non-commitment. Jobs which deprive employees of self-development and growth opportunities lead to high dissatisfaction and disloyalty.

3. Managing by Intimidation: Mistreating people and managing them by threats and embarrassment leads to employees' dissatisfaction and weakens their commitment. In a best seller book "The Loyalty Link" Dennis G. McCarthy has identified managing by intimidation as one of the seven ways which undermine employees' loyalty.

4. Negative Working Environment: Non-acceptance by colleagues, non-cooperation, too much politics, and negative behaviour by colleagues, supervisors and other people in the company also hamper commitment. At the end of the day people want peace of mind, which if not available in the work environment will discourage them to show total support to the company.

5. No Job Security: One of the major needs of employees is job security. If the employee feels that he can lose his job anytime, he would not be committed towards company's goals.

6. Negative Attitude: Some people by nature are not committed to anything and anyone and as such they would not be committed to their employers also. Commitment is an attitude and those who lack it will not be committed to their jobs. (Tanuja, n.d)

(VIII) Criteria of Measuring QWL:

Rupa (n.d) in her work on Quality of work life has presented certain criteria for measuring the effectiveness of QWL

1. Adequate and Fair Compensation: There are different opinions about the adequate compensation. The committee on Fair Wages defined fair wage as "the wage which is above the minimum wage but below the living wage."

2. Safe and Healthy Working Conditions: Most of the organisations provide safe and healthy working conditions due to humanitarian requirements and/or legal requirements. In fact, these conditions are a matter of enlightened self-interest.

3. Opportunity to Use and Develop Human Capabilities: Contrary to the traditional assumptions, QWL is improved the extent that the worker can exercise more control over his or her work, and the degree to which the job embraces an entire meaningful task but not a part of it. Further, QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities.

4. Opportunity for Career Growth: Opportunities for promotions are limited in case of all categories of employees either due to educational barriers or due to limited openings at the higher level. QWL provides future opportunity for continued growth and security by expanding one's capabilities, knowledge and qualifications.

5. Social Integration in the Work Force: Social integration in the work force can be established by creating freedom from prejudice, supporting primary work group a sense of community and inter-personnel openness, legalitarian and upward mobility.

6. Constitutionalism in the Work Organisation: QWL provides constitutional protection to the employees only to the level of desirability as it hampers workers. It happens because the management's action is challenged in every action and bureaucratic procedures need to be followed at that level. Constitutional protection is provided to employees on such matters as privacy, free speech, equity and due process.

7. Work and Quality of Life: QWL provides for the balanced relationship among work, non- work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations, etc.

8. Social Relevance of Work: QWL is concerned about the establishment of social relevance to work in a socially beneficial manner. The workers' self-esteem would be high if his work is useful to the society and the vice versa is also true.

(IX) Critical Issues in QWL:

Some specific issues need special attention and addressing for effective implementation of QWL. Some such issues have been described by **Rupa (n.d)** as:

1. Pay and Stability of Employment: Good pay still dominates most of the other factors in employee satisfaction. Various alternative means for providing wages should be developed in view of increase in cost of living index, increase in levels and rates of income tax and profession tax. Stability to a greater extent can be provided by enhancing the facilities for human resource development.

2. Occupational Stress: Is a condition of strain on one's emotions, thought process and physical condition. Stress is determined by the nature of work, working conditions, working hours, pause in the work schedule, worker's abilities and nature and match with the job requirements. Stress is caused due to irritability, hyper—excitation or depression, unstable behaviour, fatigue, stuttering, trembling psychometric pains, smoking and drug abuse. Stress

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adversely affects employ productivity. The P/HR manager, in order to minimize the stress, has identified, prevent and tackle the problem. He may arrange the treatment of the problem with the health unit of the company.

3. Organisational Health Programmes: Organisational health programmes aim at educating employees about health problems, means of maintaining and improving of health, etc. These programmes cover drinking and smoking cessation, hypertension control, other forms of cardiovascular risk reduction, family planning, etc. Effective implementation of these programmes result in reduction in absenteeism, hospitalisation, disability, excessive job turnover and premature death. This programme should also cover relaxation, physical exercise, diet control, etc.

4. Alternative Work Schedules: Alternative work schedules including work at home, flexible working hours, staggered hours, reduced work week, part-time employment which may be introduced for the convenience and comfort of the workers as the work schedule which offers the individual the leisure time, flexible hours of work is preferred.

5. Participative Management and Control of Work: Trade unions and workers believe that workers' participation in management improves WL. Workers also feel that they have control over their work, use their skills and make a real contribution to the job if they are allowed participate in creative and decision-making process.

6. Recognition: Recognizing the employee as a hum being rather than as a labourer increases the QWL Participative management, awarding the rewarding systems, congratulating the employees for their achievement, job enrichment, offering prestigious designations to the jobs, providing well furnished and decent work places, offering membership in clubs or association, providing vehicles, offering vacation trips are some means to recognize the employees.

7. Congenial Worker-Supervisor Relations: Harmonious supervisor-worker relations gives the worker a sense of social association, belongingness, achieve of work results, etc. This in turn leads to better QWL.

8. Grievance Procedure: Workers have a sense of fair treatment' when the company gives them the opportunity to ventilate their grievances and represent their case succinctly rather than settling the problems arbitrarily.

9. Adequacy of Resources: Resources should match with stated objectives; otherwise, employees will not be able to attain the Objectives. This results in employee dissatisfaction and lower QWL.

10. Seniority and Merit in Promotions: Seniority is generally taken as the basis for promotion in case of operating employees. Merit is considered as the basis for advancement for managerial people whereas seniority-c is preferred for promotion of ministerial employees. The promotional policies and activities should be fair and just in order to ensure higher QWL.

11. Employment on Permanent Basis: Employment of workers on casual, the probationary basis gives them a sense of insecurity. On the other hand, employment on permanent basis gives them security and leads to higher order QWL.

(X) Ways to Achieve Quality of Work Life:

There are several ways to achieve to quality of work life. From the outcomes of the work done by several authors a list of some key elements can be summarised as below:

1. Providing Job Security: job security is the one vital element to get maximum productivity from the employee; the employee should feel secured regarding the job. If an employee is confident that his job is secure, they are much more relaxed and can perform better. It gives them a confidence that even if something goes wrong by mistake, their job will not be at stake

2. Flexible Work Timings: Flexibility during working hours is something which is appreciated by employees. This gives employees a chance to do their work and also work on certain important personal commitments. This significantly contributes to improving the quality of work life for an employee.

3. Open Communication: Transparency between management and employees gives them confidence as they are updated with the business and also feel at ease being approachable

4. Career Growth Plans: The organization should provide career growth to the employee i.e promotion, authority with responsibility, and hike in the salary to retain the talented employee. Discussing the future of the employee in the company, interesting aspects of the job, career development etc are all appreciated by employees

5. Job Enrichment: Job enrichment focuses on designing the job in such a way that becomes more interesting and challenging so that it satisfies the higher level needs. Companies which are able to enrich the job with new tasks, better learning & training, more opportunities etc are more likely to keep employees happy at work. **(Quality of Work Life (QWL), n.d.)**

6. Autonomy to Work: Delegation is an essential element of organisation structure. People want freedom to work in their own way, in terms of forming teams and making decisions. If they are allowed to do so, it enhances the QWL. An organisation with high quality of work

life is “an organisation that promotes and maintains a work environment that results in excellence in everything it does – by ensuring open communication, respect, recognition, trust, support, well being and satisfaction of its members, both, personally and professionally”. (Tanuja, n.d)

7. Free Communications: Open communication in the organization with the co- workers is the vital factor that ensures good quality of work life. It leads to more of informal communication between co-workers and subordinates during the rest hours of the organization.

8. Reward System: Reward is related to monetary or non monetary rewards eg- incentives, movie tickets, family health insurance, sponsoring the education of children etc. any kind of reward given to the employee promotes good quality of work life.

9. Workers Participation in Decision Making of the Organization: Employees should be encouraged to take participate actively in the decision making body of the organization so that should feel that we are also of some value to the employers. They will be more loyal, committed towards the organization. Employees should be allowed to participate in management participative schemes which may be of several types. The most sophisticated among them is quality circle.

10. Opportunities: Organizations should provide some basic opportunities to their employees eg. Research, training sessions based on increase of skills and knowledge. These kinds of organizations are required than the vice versa.

11. Stress Level: Stress level should not be in proportion to the work life. Higher the stress level poor are the quality of work life, lower is the stress level higher is the quality of work life.

12. Grievance Handling: The disciplinary procedure, grievance procedures, promotions, and transfer matters should be handled with of justice, fair and equity. (Kaur, n.d)

All these factors contribute in achieving a QWL for an employee

(XI) Strategies for Improvement of QWL:

The strategies for improvement in quality of work life include self-managed work teams, redesign and enrichment, effective leadership and supervisory behaviour, career development, alternative work schedules, job security, administrative orgastisational and participating management. (Rupa, n.d)

- 1. Self-managed Work Teams:** These are also called autonomous work groups or integrated work teams. These work teams are formed with 10 to 20 employees who plan, co-ordinate and control the activities of the team with the help of a team leader who is one among them. Each team performs all activities including selecting their people. Each team has authority to make decisions and regulate the activities. The group as a whole is accountable for the success or failure. Salaries are fixed both on the basis of individual and group achievement.
- 2. Job Redesign and Enrichment:** Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher order human needs.
- 3. Effective Leadership and Supervisory Behaviour:** For effective leadership and supervisory behaviour '9-9' style of managerial grid is suitable.
- 4. Career Development:** Provision for career planning, communicating and counseling the employees about the career opportunities, career path, education and development and for second careers should be made.
- 5. Alternative Work Schedules:** Provision for flexible working hours, part-time employments, job- sharing and reduced work week should be made.
- 6. Job Security:** This tops the employees' list of priorities. It should be adequately taken care of.
- 7. Administrative or Organisational Justice:** The principles of justice, fair and equity should be taken care of in disciplinary procedure, grievance procedures, promotions, transfers, demotion, work assignment, leave, etc.
- 8. Participative Management:** Employees should be allowed to participate in management participative schemes which may be of several types. The most sophisticated among them is quality circle.

Implementation of these strategies ensures higher level of quality of work life.

(XII) Conclusion:

It can be concluded that for achieving Quality of Work Life in an organizational system both employer and employee has to work together as a team. Quality of work life is a concept which talks about the overall focus on employee as a person rather than just the work done by him/her. It basically talks about the methods in which an organisation can ensure the holistic well-being of an employee instead of just focusing on work-related aspects. Profitability of a company is linked to satisfaction of its work force. A company that does not measure and

improve employee satisfaction may face increasing turnover, declining productivity and limited ability to attract and retain qualified replacements.

Employee satisfaction and quality of work life directly affect company's ability to serve its customers. Efforts towards QWL measurement help in efficient and effective allocation of resources to enhance productivity and stability of the workforce.

It can be concluded that QWL is concerned with taking care of the higher-order needs of employees in addition to their basic needs. The overall climate of work place is adjusted in such a way that it produces more humanized jobs. QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted cooperation and support to the management to improve productivity and work environment. The major thrust areas that need to be taken care of for attaining a Quality life in the employee's work environment are Job security, efficient job redesigning, flexibility in work timings, participation, etc. Finally, organizations which are more humanized will be the successful ones in the next order.

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