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A Review on Factors of Quality of Work Life

S. David¹ and N. Panchanatham²

¹ Research Scholar, Vel's University, Chennai

² Former Registrar, Professor, Department of Business Management, Annamalai University

Abstract: Quality of work life is turning into a basic issue to accomplish the objectives of the association in each area, whether it is instruction, administration part, saving money segment, tourism, fabricating, and so forth. Attrition, employee's responsibility, efficiency and so forth rely on the measurements of Quality of work life i.e. job satisfaction, reward and recognition, work life balance, proper grievances handling, participative management, welfare facilities, organizational commitment, work environment, Adequacy of resources etc. An association gives a superior QWL then it builds up the solid workplace and additionally fulfilled representative. High QWL can give an outcome, in better authoritative execution, adequacy, innovativeness, and so on. Thus, to contribute better life for every one of those people groups whom authoritative individuals serve and with whom they deal and cooperate. Today, the quality of work life likewise influences the corporate social responsibility. Quality Of life is the verification between the employees and their association, it enhances the family life and in addition work life of the person.

Keywords: Quality of work life (QWL), employees, Organization, Job satisfaction

1. INTRODUCTION

Quality of work life (QWL) can be characterized as a quantity to which an employee is fulfilled by individual and working needs through taking an interest in the work environment while accomplishing the objectives of the Organization. QWL signifies "The extent to which individuals from a work Organization can fulfill essential individual needs through their involvement in the Organization". QWL has increased merited noticeable quality in the Organizational Behavior as a marker of the in general of human involvement in the work place. It assumes a key part in any Organization and affects the general population, their work, execution and self advancement and Organization's improvement. It essentially refers to the relationship between the employees and the environment in which he works. It concentrates on making a workplace where representatives work co-operatively and accomplish comes about by and large. QWL refers to the level of work which gives a chance to people to fulfill the need to make due with some security to the need to collaborate with others, to have a feeling of individual helpfulness, to be perceived for accomplishment and to have a chance to enhance one's aptitude and information. An Organization may receive diverse models with a specific end goal to compute the QWL of their employees. There are numerous models accessible, for example, work life quality (WRKLFQUAL) Model, service quality (SERVQUAL) model and basic methodology model. Other than these models, reasonable model

is likewise there which really utilizes every other model. In the theoretical model the analyst creates different various dimensions, factors, component or variables on the premise of which one can check the level of QWL of employees in an Organization.

2. LITERATURE REVIEW

Gupta and Sharma (2011) studied Quality of Work life of the employees of Telecom Sector. The aim of the study was to check the fulfillment level of workers of BSNL in Jammu Region. The information was gathered from 826 employees chose by utilizing a proportionate strategy for examining with the assistance of an organized poll. The study found that there was an abnormal state of fulfillment among the workers in regards to the QWL and every one of the components were emphatically corresponded with each other. Further, they exhibited a model in which different elements to be specific sufficient wage and reasonable pay, sheltered and solid working conditions, open door for vocational development, social importance of work, constitutionalism in organization and social mix in workforce were considered for upgrading QWL in BSNL.

Tabassum et al. (2011) looked at the Quality of Work Life of neighborhood private bank and outside business bank employees in Bangladesh. They gathered essential information from 50 nearby private and 50 outside business bank employees through convenience sampling method .The study uncovered that critical contrasts exist between the QWL of neighborhood bank employees and remote business bank workers. The findings of the study highlighted that six segments in particular pay, work life space, advancement of human capacities, working environment, adaptability and worker relationship could be utilized to enhance the Quality of Work Life.

Behnam Talebi et.al., (2012) examined the relationship between the employees QWL and viability in organization like Banking area. In the study, seven QWL variables are considered to decide the present status of QWL of workers. They are solid and secure workplace, compensation and advantages, professional stability, self-sufficiency at work, giving the premise to aptitudes training, and deciding the determining the job development direction.

Research carried by **Anwar et al., (2013)** uncovered that, the most as often as possible utilized QWL drivers are prize, advantages and pay, trailed via vocation improvement, correspondence, and wellbeing and security separately all together of recurrence. The other vital QWL drivers are top management contribution, attachment of work and life, work fulfillment and worker inspiration which are not considered in a large portion of the examination.

3. COMPONENTS OF QUALITY OF WORK LIFE

A recent statistical analysis of another measure, the Work-Related Quality of Life scale (WRQoL) by QoWL organization, gives back up to the psychometric structure of this instrument. The Work-Related Quality of Life scale (WRQoWL) measure utilizes nine components to clarify the vast majority of the variety in an individual's nature of working life:

1. Work environment 2. Self-rule of work 3. Connection and co-operation 4. Remuneration and Rewards 5. Offices 6. Sufficiency of assets 7. Organization society and atmosphere 8. Job satisfaction and Job security 9. Preparing and advancement.

Operational- definition of the variables are introduced below.

3.1 Work environment: Working environment is a spot in which one works. It is a social and expert environment in which representatives should communicate with various individuals, and need to work with co-ordination in either way. Safe and healthy working conditions guarantee great wellbeing, progression of organizations, decreased bad labor relations. A healthy specialist enlists a high efficiency.

3.2 Organization Culture and Climate: Organization culture is an arrangement of properties and organization climate is an aggregate conduct of individuals that are a piece of an organization values, vision, standards and so forth. Advancement opportunities, advancement and prize assessment criteria utilized are both under the immediate control of an organization and subject to the organization's strategies.

3.3 Relation and Co-Operation: Relation and participation are a correspondence amongst organization and representatives, concerning the working environment decision, conflicts and issue determining. Work and vocation are normally sought after inside the system of social organization and the way of individual connections turns into an essential measurement of Quality of Work Life. Acceptance of the workers depends on skills, work related attributes, capacities and potential without considering the race, sex, physical appearance, and so on.

3.4 Training and Development: Training and advancement is an authoritative movement went for bettering the execution of individual and groups. QWL is guaranteed by the open doors gave by the occupation to the improvement of the employees and consolation given by the management to play out the employment, having great conditions to build individual strengthening and aptitudes.

3.5 Pay and Rewards: Compensation and prizes are motivational components. The best entertainer is given the prizes, and thus constructs the rivalries among the employees to work done and to accomplish both hierarchical and individual objectives. The monetary interests of employees drive them to work and worker satisfaction dependent to some degree on the remuneration advertised. Pay should to be altered on the premise of the work done, singular skills, responsibilities embraced, execution and achievements.

3.6 Facilities: Facilities assume a real part in completion of the objectives and destinations by fulfilling both the physical and enthusiastic needs of the employees. Facilities incorporate food management, transportation, security, and so forth. Numerous businesses have thought that it was gainful to permit substitute work plans for their employees. This is one technique to expand worker efficiency and spirit. The other work courses of action to the employees incorporate adaptable working hours, shorter or no drive, and secure workplace.

3.7 Job Satisfaction and Job Security: Job satisfaction is the favorableness or un-favorableness with which employees see their work. Work satisfaction is affected by employment plan. Occupations that are rich in helpful behavioral components, for example, work self-sufficiency, assignment assortment, personality, work centrality and input and so forth add to employee satisfaction.

3.8 Autonomy of Work: In self-governing work groups, employees are given the opportunity of basic leadership. Specialists themselves arranges, co-ordinate and control business related exercises. It likewise incorporates diverse open doors for faculty, for example, independence at work and having the power to get to the related data for their assignment.

3.9 Adequacy of Resources: Resources should coordinate with expressed goals, generally, workforce won't be capable to accomplish the predefined objectives. This results in representative disappointment and lower QWL. Adequacy of assets needs to do with enough time and hardware, satisfactory data and complete assignments.

3. MEASURE AND QUALITY OF WORK LIFE

- Job Involvement
- Job design
- Job satisfaction
- Sense of competence
- Job performance
- Productivity

Table 1
An Empirical Investigation of Quality Of Work Life

<i>QWL Components</i>	<i>Rank Order</i>	
Opportunity for continued growth	1	Most Important
The Opportunity to use and develop human Capacity	2	Most Important
Adequate and Fair compensation	3	Most Important
Rewards and Penalty system	4	Most Important
Fringe benefits and welfare measures	5	Most Important
Participation in decision making	6	Very Important
Job security	7	Very Important
Image of organization	8	Important
Work and total life space	9	Important
Workload and job stress	10	Important
Equity, justice and grievance handling	11	Important
Human relations and social aspects of work life	12	Important
Physical work environment	13	Moderate Important

Source: D.R.Saklani:Quality of Work Life in the Indian Context

4. TECHNIQUES FOR IMPROVING QUALITY OF WORK LIFE

- Job Redesign
- Career development
- Autonomous work groups
- Flexible work schedules
- Participative management
- Job security
- Administrative Justice

5. FUNCTIONS OF QUALITY OF WORK LIFE

- Ø Quality of work life apprehensive with the general climate of works circumstance
- Quality of work life projects is interesting for both human and execution need
- It goes about as best motivates variable for better working
- Comprehends condition, at work
- Includes workplace and social reconciliation
- Quality of work life prompts the positive and unfavorable nature of family and life fulfillment
- Quality of work life tries to represent the higher aptitudes (or) work and to give a situation the at urges that to enhance abilities

6. FACTORS OF QUALITY OF WORK LIFE

- There are many elements which can add to the quality of work life
- Adequate and fair compensation
- A safe and healthy environment.

- Jobs went for creating and utilizing workers abilities as opposed to prompting their Obsolesce.
- A domain in which worker’s create self – regard and a feeling of recognize.
- Protection of appreciation for worker’s entitlement to protection questions value
- A sensible incorporation of employment, family life and recreation time.

Table 2
Factors Determine the Quality of Work Life

<i>S. No.</i>	<i>Factors</i>	<i>Mean Score</i>	<i>Rank</i>
1	Organization and management	4.12	4
2	Salary, promotion and management attitude	4.19	2
3	Welfare facilities	4.09	5
4	Workers participation in management	4.25	1
5	Working condition and safety measures	4.15	3
6	Grievance settlement procedures and trade union activates	4.08	6

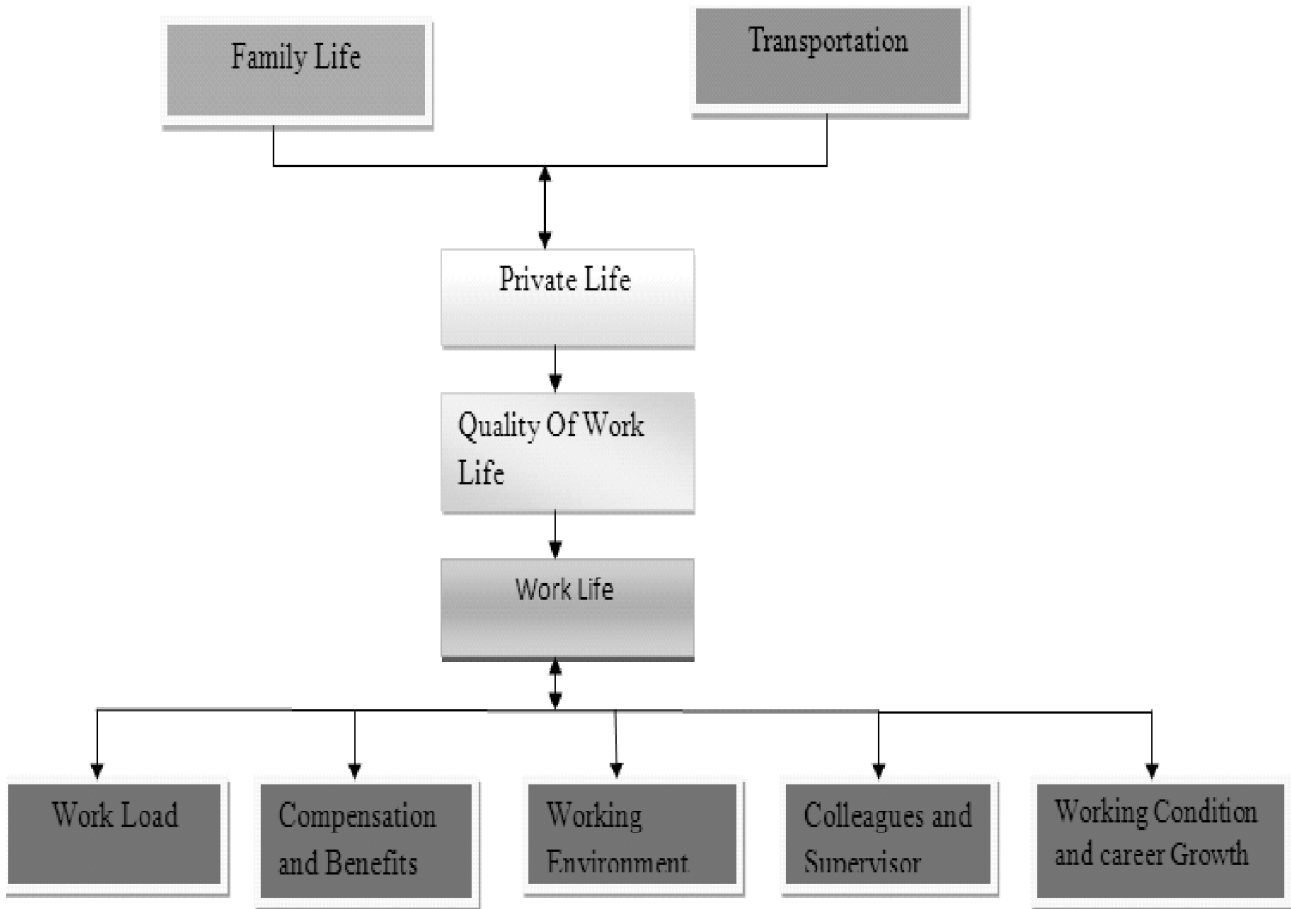


Figure 1: A Conceptual framework of Factors affecting Quality of Work Life.

Source: Mohammad Baitul Islam: Factors Affecting Quality of Work Life

7. DESIGN OF QUESTIONNAIRE

The structured questionnaire designed close ended by nature. The questionnaire had two critical segments.

- Firm's and Employees' demographic data.
- Employees' Perceptions towards Quality of Work Life.

Every area has various inquiries to cover diverse parameters with a Five-point Likert scale with "1" being "strongly disagree" and "5" being "strongly agree". The questionnaire comprises of 50 close-finished inquiries identified with nine segments of QWL. To diminish reaction inclination, questions 3, 11, 16 and 45 were contrarily worded. The reactions are opposite scored on these overview things to decide the status of QWL.

<i>Factors</i>	<i>Measurable values</i>
WorkEnvironment	Motivating Environment Working condition Time for personal care Support for self-development Information's related to work Own Style and pace of work
Organization Culture	Involvement in decision making Co-operation from other department Uniformity of wage policies Gender discrimination communication Comments and suggestion Proud to work
Relation and Co operation	Relationship with colleagues Belongingness to firms Work demand stress Relationship with immediate superior Relationship between head Relationship with sub ordinates
Training and Development	Objective of training program Effectiveness of training Training regarding interpersonal skills Sufficiency of training program Frequency of training program
Compensation and Rewards	Fair compensation Pay based on Responsibility Performance based salary Fair promotion Rewards for good work
Facilities	Fringe benefits Social security Transportation Safety measures Welfare activity
Job satisfaction and Job security	Comfortableness in work Job security Productivity Trade union activity Compatible satisfied salary Fair Job rotation Work freedom

Autonomy of work	Ability to work Flexible time Homework Job stress Additional responsibility Balanced objectives and facilities
Adequacy of Resources	Communication channel Facilities Communication system in the firm

Source: Devappa Renuka Swamy: Quality of Work Life: Scale Development and Validation

7.1. Analysis

The status of QWL relies on worker demographic attributes. Worker demographical qualities incorporate age, instruction, experience, normal month to month pay, and so forth. The status of the QWL is additionally related with company's demographical elements like size of the organizations, expense of the organizations, age of the organizations and so forth. Henceforth status of QWL can be identified with workers and firms demographical attributes.

The examination of gathered data takes after the example given beneath.

1. Demographical attributes of Firms
2. Demographical attributes of Employees
3. Status of Quality of Work Life of Employees
4. Status of Quality of Work Life parts

7.2. Status of Quality of Work Life

To examine the status of workers QWL in firms, representatives' can be separated into two gatherings in particular, fulfilled and unsatisfied, in light of their QWL score.

Table 3
Dimensions of QWL and Question Numbers in the Questionnaires

<i>Sl.No</i>	<i>Dimensions of QWL</i>	<i>Question number in the Questionnaires</i>
1	Work Environment	1,2,3,4,5,6
2	Organization Culture and Climate	7,8,9,10,11,12,13
3	Relation and co-operation	14,15,16,17,18,19
4	Training and development	20,21,22,23
5	Compensation and Rewards	24,25,26,27,28
6	Facilities	29,30,31,32,33
7	Job satisfaction and Job security	34,35,36,37,38,39,40,41
8	Autonomy of work	42,43,44,45,46,47
9	Adequacy of Resources	48,49,50

Source: Devappa Renuka Swamy: Quality of Work Life: Scale Development and Validation

8. METHODS

It is a narrative research and information have gathered from the inside and out meeting with specialists and expert and various research method. The components of QWL utilized as reasonable pay, safe and sound

environment, development and security, social pertinence, life range, social combination, development of human limits and age, sex, work experience, salary has taken as demographic variables and it support utilized as four noteworthy measurements of CSR, to be specific: financial, ecological, social and morals utilized as a parameter. The outcome demonstrated that QWL shows awareness about for a more successful CSR, building up a decent Quality of Work Life (QWL) is urgent.

9. CONCLUSION

QWL is imperative for employees and additionally it is important for association to accomplish the development and benefit in the business sector. QWL firms accomplished more productive than other non QWL firms. The reason for this paper was to discover the critical measurements of nature of work life. There are a few measurements i.e. has been utilized by for the most part scientists ceaselessly, for example, Participative administration, Pay and advantages, Job fulfillment, Organization responsibility, Development and advancement, Wellbeing and healthy environment and Participative administration, pay, Social incorporation, Employee investment, Welfare opportunities, Rewards, Cooperation, State of mind and recognition. There are numerous measurements still untouched, which influence the nature of work life, for example, development and productivity of an association, organization citizenship behavior and identity.

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