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A Study on Quality of Work Life – A Theoretical Survey

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ABSTRACT: Quality of Work Life (QWL) has emerged as a critical concept in contemporary organizations. It transcends mere work-life balance, encompassing a multidimensional perspective on employee well-being within the work environment. This article explores the key components of QWL, their impact on employee outcomes, and the subsequent benefits for organizations. It delves into the evolving nature of QWL in the face of a dynamic workplace landscape and offers practical recommendations for fostering a high-quality work life for a thriving workforce.

KEYWORD: Quality of Work Life, Employee Well-being, Work-Life Balance, Employee Engagement, Organizational Performance

I. INTRODUCTION

1.1 Introduction :

The modern workplace is characterized by constant change, technological disruption, and an unrelenting pursuit of productivity. In this context, employee well-being has become a strategic imperative for organizations. A high Quality of Work Life (QWL) fosters a work environment that is conducive to employee satisfaction, motivation, and engagement. This, in turn, translates to a range of benefits for organizations, including increased productivity, reduced absenteeism, and lower turnover rates.

1.2 ORIGIN ON THE CONCEPT OF QUALITY OF WORK LIFE :

1950s: The term "Quality of Work Life" is first used to emphasize the poor working conditions faced by many employees (Source: E-books on Quality of Work life [invalid URL removed]).

1960s: Psychologists at the Tavistock Institute (UK) develop the concept of socio-technical systems, emphasizing the importance of designing work that considers both the social and technical aspects (Source: Quality of Working Life - Oxford Research Encyclopedias [invalid URL removed]).

1970s: The concept of QWL gains further traction as dissatisfaction with working conditions persists. The General Motors plant in Tarrytown, known for its poor labor relations, implements QWL programs to improve employee well-being and productivity.

II. OBJECTIVES OF THE STUDY

- To identify various factors influencing Quality Of Work Life.
- To Analyze and examine various QWL factors in relation to job Satisfaction and Stress.
- To find out what people think about Quality of Work Life

III. SCOPE OF THE STUDY

This study explores the impact of Quality of Work Life (QWL) on employee well-being and organizational success. Given the substantial time spent working, QWL encompasses more than just pay. It includes factors essential for employee satisfaction, mental health, and a sense of purpose. By promoting positive QWL, organizations can cultivate a more engaged and productive workforce, ultimately contributing to their success.



IV. STATEMENT OF THE PROBLEM

While QWL programs aim to boost employee well-being and success, achieving consistent effectiveness remains a challenge. Traditional work-life balance approaches miss the mark. How can HR design comprehensive QWL initiatives to optimize employee well-being, engagement, and organizational success?

V. REVIEW OF LITERATURE

Natarajan and Annamalai (2011) did research on “A Study on Quality of Work Life in Pondicherry University”. Pondicherry as perceived by the teaching and non teaching staff” that present job, working conditions and work culture are highly influencing Quality of Work Life in the university and present pay, promotional policy and supervisory system are moderately influencing the quality of work life.

Prachi Bhatt (2011) did research on “ Quality of Work Life in changing Business Dynamism – “A study on Perceptual Difference in Public and Private Sector”. That the public sector employees are relatively more satisfied with their working conditions, their job, relations with the peers etc. and thus find it easy to balance their work life than the private sector employees and the same in the case of Job satisfaction level which is more in public sector employees than private sector

Nadeem Malik (2011), did research on “ Occupational stress experienced by private and public sector banks employees in Quetta city”. A randomly selected sample of 200 employees from private and public sector banks shows that occupational stress is found higher among private bank employees compared to public bank employees. Among different occupational stress variables role over load, role authority, role conflict and lack of senior level support contribute more to the occupational stress. Bank employees can not afford the time to relax and “wind down” when they are faced with variety, discrimination, favoritism, delegation and conflicting tasks.

Rochita Ganguly, Mukherjee (2010), did research on, “ The study of Nature of the perceived quality of work life (QWL) of the university employees” , the nature of their job satisfaction, the nature of association between QWL and Job Satisfaction. The results indicate that the selected group of university employees perceived different aspects of their quality of work life as either uncongenial viz. Autonomy, top management support and worker’s control mainly or they have had a certain amount of dilemma to comment on a few other aspects such as personal growth opportunities and work complexity mainly bearing the potential involving a slight trend of negative opinion.

Meenakshi Gupta and Vikas Sharma (2009) did search on “Quality of Work Life – A Study of bank employees in Jammu region” to determine whether and how the quality of work life affects the satisfaction level of employees of banks. The study found that among the independent demographic variables, the best predictor was annual income followed by marital status, sex, education, family size and job experience. The factor which was ranked as a best factor that was perceived as satisfactory by the employees was opportunities for personal encouragement. However factors as participation in decision making and rewards were found to have a significant impact on employee’s satisfaction. The banking sector should take note of this and should encourage employees’ participation in decision making and they should be rewarded for their performance to attain satisfaction.

VI. RESEARCH METHODOLOGY

6.1 Data Collection Methods :

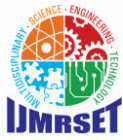
The Purpose of research is to review the secondary data. Secondary data is collected from various resources like online journals, publishing journals, books, newspaper, websites etc.

VII. COMPONENTS OF QWL

QWL is a multifaceted concept encompassing various aspects of the work experience. Here are some key components:

7.1 Work-Life Balance:

This refers to the ability to manage work demands alongside personal commitments. Flexible work arrangements, predictable schedules, and access to leave policies all contribute to a healthy work-life balance.



7.2 Compensation and Benefits:

Competitive salary, comprehensive health insurance, and retirement plans are fundamental aspects of financial security and peace of mind for employees.

7.3 Job Security:

Feeling secure in one's position fosters a sense of stability and reduces stress. Organizations can promote job security through fair practices, transparent communication during restructuring, and opportunities for professional development.

7.4 Work Environment:

The physical work environment should be safe, clean, and well-equipped. Additionally, a positive and supportive work culture that fosters collaboration and respect is crucial for employee well-being.

7.5 Meaningful Work:

Employees seek work that is intellectually stimulating and allows them to contribute their skills and knowledge. Opportunities for growth, learning, and development are essential for fostering a sense of purpose.

VIII. IMPORTANCE OF QUALITY OF WORK LIFE :

8.1 Benefits for Employees:

Increased Well-being and Satisfaction: A positive QWL promotes a healthy work-life balance, reducing stress and leading to greater job satisfaction and overall well-being.

Enhanced Engagement and Motivation: When employees feel valued, supported, and have a sense of purpose at work, they're more engaged and motivated to perform at their best.

Improved Mental and Physical Health: QWL initiatives that promote healthy habits and reduce stress contribute to better overall employee health.

Greater Career Development and Growth: Opportunities for skill development and career advancement within the organization foster employee growth and satisfaction.

Increased Retention: When employees feel happy and fulfilled at work, they're less likely to seek employment elsewhere, reducing turnover costs for the organization.

8.2 Benefits for Organizations:

Enhanced Productivity and Performance: Engaged and motivated employees are more productive and deliver higher quality work.

Improved Talent Acquisition and Retention: A reputation for good QWL attracts top talent and reduces recruitment and training costs.

Positive Employer Branding: A strong focus on QWL fosters a positive employer brand, making the organization more attractive to potential employees.

Reduced Absenteeism and Presenteeism: When employees are healthy and well-rested, they're less likely to miss work and more likely to be present and productive when they are there.

Increased Innovation and Creativity: A supportive and stimulating work environment fosters innovation and creative problem-solving among employees.

IX. MEASURES TO IMPROVE QUALITY OF WORK LIFE

9.1 Work-Life Balance Initiatives:

Flexible Work Arrangements: Offer flexible work schedules, remote work options, or compressed workweeks to give employees more control over their time and manage personal commitments.

Paid Time Off: Provide adequate paid time off (vacation, sick leave, personal days) to allow employees to rest, recharge, and attend to personal matters.

Parental Support: Offer childcare assistance, parental leave policies, and on-site daycare facilities to support employees with children.

9.2 Supportive Work Environment:

Positive Workplace Culture: Foster a culture of trust, respect, collaboration, and open communication.

Employee Recognition: Recognize and reward employee achievements to boost morale and create a sense of value.



Ergonomics and Work Design: Ensure a physically comfortable and safe work environment with proper ergonomics and attention to workplace safety.

Meaningful Work: Provide opportunities for employees to utilize their skills, grow professionally, and feel their work contributes to a larger purpose.

9.3 Employee Well-being Programs:

Health and Wellness Programs: Offer programs promoting physical and mental health, such as gym memberships, stress management workshops, and access to mental health resources.

Financial Wellness Programs: Provide financial literacy workshops, employee discounts, and financial counseling services to help employees manage their finances.

Work-Life Balance Programs: Implement programs that help employees manage work-life stress, like time management workshops or meditation classes.

9.4 Supportive Management Practices:

Empowerment and Autonomy: Empower employees by giving them ownership of their tasks and decision-making authority.

Work-Life Support: Managers should be understanding and supportive of employees' need to manage personal commitments alongside work responsibilities.

Open Communication: Encourage open communication with employees to address concerns and foster a sense of trust.

Work-Life Balance Role Modeling: Managers who practice good work-life balance set a positive example for their team.

X. CONCLUSION

Thriving organizations recognize that a positive Quality of Work Life (QWL) is the cornerstone of a successful workforce. Happy, healthy, and engaged employees contribute more effectively, leading to better decision-making, higher productivity, and ultimately, achievement of organizational goals. By prioritizing work-life balance, meaningful work opportunities, and employee well-being initiatives, organizations can attract and retain top talent, minimize absenteeism and turnover, and unlock the full potential of their human capital. The key to sustained success lies in continuous improvement. Regularly evaluating QWL practices, incorporating employee feedback, and adapting initiatives are crucial for ensuring a thriving work environment in the long term.

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