CHAPTER-I
QUALITY OF WORK LIFE: AN INTRODUCTION

Work is an integral part of every grown up person’s life. Work may be any physical or mental effort or activity directed towards the production or accomplishment of something. In the present competitive scenario, the most inspirational aspect of one’s success is containing a reputed job. Of an average, we spend about one third of our entire life in the work place. It is the job that affects the mindset of a person, prefixes the schedule of a day, influences the purchasing power of an individual, and most importantly leads to social identity. It means a job becomes not only a source of living, but also determines the life of an employee. It is the chief source of satisfaction of an individual’s psychological, biological, and social needs. Today, the physical work has been subordinated to mental work. It has been over mechanized and is carried out under determined rules and procedures. As a result, it is now looked upon as a burden. Consequently, work avoidance, resistance to work, and work alienation have become behavioural attributes of employees. But without work, neither the needs nor interests of individuals can be satisfied, and there cannot be social progress.

Now, employee requires more than just pay from the work. Though, technology and human motives are equally important in the present dynamic nature of organisations. Individual views seem to be imperative in humanisation of work atmosphere. Those who are engaged with work may have diverse expectations from work which is necessary for organisations to render it to employees for the accomplishment of their personal and professional goals. People are the most significant and worthful resources of any organisation. Dynamic people can build dynamic and growth oriented organisations. Effective employees can lead to the effectiveness of the organisation. Competent and motivated people can build things happen and enable an organisation to achieve its goals. In this respect, the success of any organisation is highly depending on how it attracts, recruits, motivates, and retains its workforce. Today’s organisation needs to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore,
organisations are needed to adopt a strategy for improving the employee’s quality of work life (QWL) to attain the organisational objectives and needs of its employees. The quality of work life is more concerned with overall climate and the impact that work has on people as well as on organisational effectiveness. (Geetha V. et al, 2010)

SECTION-I

1.1 HISTORICAL BACKGROUND OF QUALITY OF WORK LIFE

Quality of Work Life (QWL) refers to the favourableness and unfavourableness of a job environment for people. The basic purpose is to develop jobs that are excellent for people as well as for production. QWL is a large step advancing from the traditional job design of scientific management, which concentrated typically on specialisation and efficiency for performance of narrow task. As it developed, it applied full division of labour, rigid hierarchy, and standardisation of labour to accomplish its objective of efficiency. The idea was to lower costs by utilizing unskilled, repetitive labour that could be trained easily to do a small part of the job. Job performance was operated by a large hierarchy that strictly implemented the one best way of work as defined by technical people.

Many difficulties formulated from classical job design. The classical design contributed inadequate attention to quality of work life. There was undue division of labour, and overdependence on rules, procedures, and hierarchy in classical design. Specialised workers became socially isolated from their fellow workers because their extremely specialised jobs weakened their community of interest in the whole product. Many workers were so deskilled that they lost pride in their work and become bored with their jobs. Higher-order needs (social and growth) were left unsatisfied. The effect was higher turnover and absenteeism. Quality declined, and workers became alienated. Conflict often came up as workers tried to improve their conditions and organisations failed to respond suitably.

Management’s response to this position was to tighten controls, to increase supervision, and to organise more rigidly. These actions were aimed to improve the situation, but actually they made it worse, because they further dehumanised the work. Management built a common error by handling the symptoms rather than
induce of problems. The real cause was that in many instances the job itself simply was not satisfying. The condition developed for some employees that the more they worked, the less they were satisfied. Hence, the desire to work declined.

The main reason behind this problem was that the workers themselves were changing. They became more educated, more affluent, and more independent. They started reaching for higher order needs, which is more than physiological needs. Classical design was most beneficial for poor and uneducated workers who lacked skills but was not suitable for the new workforce. Design of jobs and organisations had failed to keep with widespread changes in worker’s ambitions and attitudes. Employers now had two causes for redesigning jobs for a better QWL:

1. Classical design gave inadequate attention to human needs.

2. The needs and ambitions of workers themselves were changing.

**Several alternatives for solving these problems were available to management:**

1. Leave the job as it is, and employ only workers who like the rigid environment and routine specialisation of classical design. Not all workers object to this form of work. Some may even relish it because of the security and task support that it provides.

2. Leave the job as it is, but pay workers more so that they will accept the situation better. Since classical design usually produces economic gain, management can afford to share the gain with workers.

3. Mechanise and automate routine jobs so that the labour that is unhappy with the job is no longer needed. Let machines do the routine work.

4. Redesign jobs to have the attributes desired by people, and redesign organisations to have the environment desired by people. This approach seeks to improve QWL.

Although all four options have utility in certain situations, the one that has captured the interest of people is option number 4 (Hackman, 1980).

QWL develops more humanised jobs. It seeks to serve the higher-order needs of workers as well as their basic needs. It seeks to disclose the higher skills of
workers and provide an environment that recommends them to improve their skills. The basic assumption of humanised work is that it is the most advantageous when it provides a “best fit” among workers, jobs, technology, and environment. (Davis, 1981), (Ghosh Biswath, 2000), and (Newstrom and Davis, 1996).

QWL activity gained importance between 1969 and 1974, when a broad group of researchers, scholars, union leaders, and government personnel took interest in how to improve the quality of an individual through on-the-job experience. The United States department of health, education, and welfare sponsored a study on this issue, which led to the publication of work in America. Simultaneously, the pressure of inflation promoted the US Government to address some to these issues. Accordingly, a Federal Productivity Commission was established. This commission sponsored several labour management QWL experiments which were jointly conducted by the University of Michigan quality of work programme and the newly evolved National Quality of Work Centre.

The term “Quality of Work Life” has appeared in Research Journals and press in USA only in 1970s. The term quality of work life was introduced by Louis Davis. The first international QWL conference was held in Toronto in 1972. The international council for quality of work life was established in 1972. From 1980 onwards QWL was increasingly placed on employee-centered productivity programs. In the mid 1990s till today faced with challenges of economize and corporate restructuring, QWL is reemerging where employees are seeking out more meaning with rising educational levels and occupational aspirations in today’s slow economic growth and reduced opportunities for advancement. Naturally, there are rising concerns for QWL.

In India, QWL offers a value frame and the social tool of organisational change leading to task effectiveness of micro-entities through utilisation and unfolding of human potential. Some evidences of the rising interest in the quality of work life issue are the fact that the second International Conference on quality of work life held in Toronto in 1981 attracted 1500 participations. The 200 unionist and 750 management people combined out-numbered the academicians, consultants, and government officials in attendance. Quality is no more a specialised word but has
become a necessity and must work for the best survival. In this era, quality of human inputs is the greatest asset to any organisation. Maintaining the quality of such human inputs rises from maintaining the quality of work life perfectly. A perfect quality of work life would help the organisation. Rise in the quality of work life would help employees well being and thereby the well being of the whole organisation. This is an attempt to capitalise the human assets of the organisation. (Bharathi and Umaselvi, 2011).

1.2 MEANING AND DEFINITIONS OF QUALITY OF WORK LIFE

The term quality of work life (QWL) emerged in the early 1970’s and has since been a major concern for all types of work organisations across the world. In 19th century the latest revolution that was taking place i.e. the relationship between men and work. The two drastic changes in this relationship have been noticed in the past- the first one resulted from with the use of machine power (the replacement of muscle power by machines) and the second one resulted from the explosion of information technology (replacing programmable human mental process by computers). The third revolution that has taking place that is ‘humanization of work’ from the last four decades. (Hofstede in Cooper and Mumford, 1979). The concept of QWL can be found in the humanistic tradition within the social sciences that tries to highlight the employees’ need for meaningful and satisfying work and for participation in decisions that influence their work environment. However, it was Herzberg who was the first to notice the failure of individual training to suit the job as change strategy. Herzberg’s distinction between ‘hygienic factors’ and ‘motivators’ advocated the use of job as a medium for developing and changing organisations through the program of ‘job enrichment’ (Saklani D.R., 2004). QWL has been viewed by researchers in a variety ways: (1) as a ‘variable’ to improve the employees’ work experience (1969-1972), (2) as an ‘approach’ to improve the outcomes of both the individual and organisation (1969-1975), (3) as a ‘method’ using specific techniques to improve work environments such as autonomous work groups, job enrichment or the design of new plans as integrated social and technical systems (1972-1975), (4) as a ‘movement’ to enhance organisational effectiveness (1975-1980), and (5) as ‘everything’ to do with people at work (1979- now) (Hsu &
Kernohan, 2006). Table 1.1 shows that the QWL have been explained by various authors:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>REFERENCES</th>
<th>QWL ENTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1969-1972</td>
<td>Walton (1973)</td>
<td>Variable</td>
</tr>
</tbody>
</table>


Quality of Work Life is a process by which an organisation responds to employee’s needs for developing mechanisms to allow them to share fully in making the decision that design their lives at work. (Walton, R.E., 1973)

Quality of work life is the quality of the content of relationship between human beings and their work. (Beinum, 1974)

Quality of work life requires employee’s commitment to the organisation and an environment in which this commitment can flourish. (R.E. Walton, 1975)

QWL is concerned with relationship between individuals and features of their physical, social, and economic work environment. They also reflect those on-and-off that society considers to being important. (Wood, Rasmussen, and Lawler, 1975).

Quality of work life means more than job security, good working conditions, adequate and fair compensation, more even than an equal employee opportunity. (Glaser, 1976)
Quality of work life as the degree to which work are able to satisfy important personal basic needs through their experience in the organisation is no longer relevant. (Suttle, 1977)

Quality of work life is a generic phrase that is multi-faceted and comprehensive in nature. It is a measure of quality of human experience which is a matter of the individual-organisation interface. (Guest, 1979)

Quality of work life is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives. (Greenberg and Glaser, 1980)

The quality of work life is a specific and very basic feature of the quality of life. The determination of the quality of life on the basis of the quality of work would mean, the replacement of the consumers, attitude to the, quality of life by that of man as a productive or even more as a creative being. (Kiuranov, 1980)

Quality of work life is related to interaction between work environment and personal needs. The work environment is able to fulfill employee’s personal needs is considered to provide a positive interaction effect, which will lead to an excellent quality of work life. They emphasized the personal needs are satisfied when rewards from organisation, such as compensation, promotion, recognition and development meet their expectations. (Hackman and Oldham 1980)

The quality of work life may therefore be conceptualized as a sub-set of the quality of life, which is all-inclusive notion of life and living conditions. (Szalai and Andrews, 1980)

The Quality of work life is broad expression covering a vast variety of programme, techniques, theories, and management styles through which organisations and jobs are designed so as to grant workers more autonomy, responsibility, and authority than usually done. To simplify somewhat the general objective is to arrange organisations, management procedures, and jobs for maximum utilization of individual talents and skills, in order to create more challenging and satisfying work and improve organisation effectiveness. (Jenkins, 1981).
Quality of Work Life improvements are defined as any activity which takes place at every level of an organisation which seeks greater organisational effectiveness through the enhancement of human dignity and growth. It is a process through which the stakeholders in the organisation, management, unions, and employee learn how to work together better and to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved quality of life at work for all members of the organisation and greater effectiveness for both the company and the unions. (Lee M. Ozley and Judith S. Ball May1982)

Quality of work life defined in terms of job characteristics and work conditions. Quality of work life in organisation is to improve employee’s well being and productivity. The most common interaction that relates to improvement of employee’s well being and productivity is the design of the job. Job design that is able to provide higher employee satisfaction is expected to more productive. Quality of work life comprises physical and mental well being of employees. (E.E. lawler, 1982)

Quality of work life is defined as, which aimed at increasing workers’ satisfaction with their jobs by giving them more information and a voice in decision making. (Smith, D.C., 1983)

Quality of Work Life as “the relationship between employees and total working environment, with human dimensions added to the usual technical and economic consideration”. (Davis, 1983)

Quality of work life is a philosophy, a set of principles, which holds that people are the most important resource in the organisation as they are trustworthy, responsible, and capable of making valuable contribution and they should be treated with dignity and respect. (R.J. Straw and C.C. Heckscher, 1984)

Quality of work life is a comprehensive construct that includes an individual’s job related well being and the extent to which work experience are rewarding, fulfilling and devoid of stress and other negative personal consequences. (B. Shamir and I. Salomon, 1985)
Quality of work life is the degree, to which employees are able to shape their jobs actively in accordance with their options, interests and needs. It is the degrees of power an organisation give to its employees to design their work. This means that the individual employee has the full freedom to design his job functions to meet his personal needs and interests. (Beukema, 1987)

Quality of Work Life is the degree of excellence of one’s life which contributes to the individual and benefits the society at large (Durby, B.L., et al., 1988)

Quality of work life is a set of methods, such as autonomous work groups, job enrichment, and high involvement aimed at boosting the satisfaction and productivity of workers. (D. Fever, 1989)

Quality of work life is defined as the feelings that employees have towards their jobs, colleagues and organisations that ignite a chain leading to the organisation’s growth and profitability. (Heskett, Sasser, and Schlesinger, 1997)

Quality of work life means the favourable working environment that supports and promotes satisfaction by providing employees job security and career growth opportunities. (Lau, Wong, Chan and Law, 2001)

Quality of Work Life is the tendency for humanization of work environments and for democratization of work relations based on practices, principles, and interventions undertaken in organisations. (Elisaveta, 2006)

The recent definition is quite conclusive and best meet the contemporary work environment. It is related to meaningful and satisfying work. It includes:

- An opportunity to exercise one’s talents and capacities to face challenges and situations that requires independent initiative and self direction.
- An activity thought be worthwhile by the individuals involved.
- An activity in which one understands the role the individuals plays in the achievement of some overall goals and
- A sense of taking pride in what one is doing and in doing it well. (Serey, 2006)
As presented in Table 1.2 the first definition of QWL presented is that of Boisvert (1977). Of all the definitions presented in Table 1.2, this author is the only one to take into consideration Seashore’s (1975) observations concerning role efficiency. However, the first part of the definition – “...a set of beneficial consequences of working life” – does not suggest either an underlying construct or an approach based on operational measures. Carlson (1980), which takes a resolutely organisational point of view; the author emphasises the dynamism of QWL and describes it as a process experiencing constant change. Unfortunately, the superimposition of the concepts of goal and process make it, to all intents and purposes, impossible to operationalize in a measuring instrument. Nadler and Lawler (1983), for their part, define QWL as a ‘‘way of thinking.’’ Although this approach adequately integrates the three QWL constituents, its main weakness lies in attempting to define a complex subjective construct by means of an equally complex and subjective notion, i.e. way of thinking. Indeed, “way of thinking” is a construct just as difficult to operationalize as QWL. These comments are also valid for Kerce and Booth-Kewley’s (1993) definition, which, although much shorter, essentially reprises the same points raised by Nadler and Lawler (1983) ten years earlier. As for Kiernan and Knutson’s (1990) definition, it emphasizes the subjective nature of QWL to the point of making it a concept specific to each individual, just as Nadler and Lawler (1983) had feared. The individual malleability attributed to the concept condemns it to remain subject to interpretation and again frustrates any possibility of attaching a valid assessment method to it. Nevertheless, this theoretical approach has the advantage of taking account of the dynamic nature of QWL. Finally, Sirgy et al. (2001) recently published a validation of a QWL questionnaire based on a definition that returns to the concept of satisfaction as an underlying theoretical model. This publication suggests that, 30 years after the concept first appeared, QWL is still being defined in terms of satisfaction. As Nadler and Lawler (1983) point out, the difficulty of defining QWL represents a sizable obstacle to the further development of research in this field. Up to now, our critique concerns primarily the difficulty of operationalizing any definition that represents a significant theoretical advance. If this criticism is justified, an examination of recent work on QWL should confirm the difficulty of creating a link between the state of theoretical knowledge of QWL and
its application in research. Table-1.2 shows the some important QWL definitions in the last 30 years (Martel and Dupuis, 2006)

**Table 1.2**

Quality of Work Life Definitions in the Last 30 Years

<table>
<thead>
<tr>
<th>Authors</th>
<th>Year</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biosvert</td>
<td>1977</td>
<td>QWL is a set of beneficial consequences of working life for the individual, the organisation, and society.</td>
</tr>
<tr>
<td>Carlson</td>
<td>1980</td>
<td>QWL is both a goal and an ongoing process for achieving that goal. As a goal, QWL is the commitment of any organisation to work improvement: the creation of more involving, satisfying, and effective jobs and work environments for people at all levels of the organisation. As a process, QWL calls for efforts to realize this goal through the active involvement of people throughout the organisation.</td>
</tr>
<tr>
<td>Nadler and Lawler</td>
<td>1983</td>
<td>QWL refers to: a) a concern about the impact of work on people as well as on organisational effectiveness, and b) the idea of participation in organisational problem-solving and decision making. It is also viewed as a process in the work organisation which enables its members at all levels to actively participate in determining its environment, methods and outcomes.</td>
</tr>
<tr>
<td>Kiernan and Knutson</td>
<td>1990</td>
<td>QWL is an individual’s interpretation on his/her role in the workplace and the interaction of that role with the expectations of others. The quality of one’s life is individually determined, designed, and evaluated. A quality of work life means something different to each and every individual, and is likely to vary according to the individual’s age, career stage, and/or position in the industry.</td>
</tr>
<tr>
<td>Kerce and Boot-Kewley</td>
<td>1993</td>
<td>QWL is a way of thinking about people, work, and organisation.</td>
</tr>
<tr>
<td>Sirgy, Efraty, Siegel, and Lee</td>
<td>2001</td>
<td>QWL means employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace.</td>
</tr>
</tbody>
</table>

1.2.1 On the basis of above definitions the Quality of Work Life has the following characteristics:

- Quality of work life is essential for growth and development of the organisation.
- Human resources in the organisation are treated as more precious assets according to quality of work life.
- Employees feel more satisfied by providing them more information and participating in decision making.
- It attracts and retains well qualified employees for the organisation.
- Quality of work life is the combination of physical and psycho-social environment which is combined with safe and healthy workplace, personal development, job security, employee’s privacy issue, ethical organisational activities etc.
- It helps to reduce the stress and burnout of employees and improving well being of the employees.
- It makes the human resources more valuable, capable, and trustworthy by providing them opportunity to participate and contribute in important decisions.
- It creates jobs and working conditions that are beneficial for employees as well as for economic health of organisation.
- Quality of work life helps in balancing the personal/family and work related demands of an individual employee for maintaining optimum levels of personal effectiveness.

Thus, it can concluded that “Quality of Work Life” is the subset of psycho social and physical conditions of job environment which become essential for the organisation’s growth, wealth, and development and as well as for employees, it increases the productivity, morale, job satisfaction, working performance, harmonious relations of employees, and reduce the absenteeism, turnover rate, and
stress of the people working in the organisation. Thus, Quality of Work life makes
the human power of great value for the organisation”.

1.3 MODEL OF QUALITY OF WORK LIFE

In a modern welfare state, people not only ‘consume’ a variety of goods but
also a large number of ‘services’, like Justice, Health, Education, Banks, Post &
Telegraphs, Rail/Road/ air Transportation, etc. Much of existing concepts/
techniques on quality has originated & hence is relevant to only products. Quality in
‘any service’ is courtesy, care, concern, & promptness with which service is given
to the receivers (Sahu K.C., 1987). As services industries are becoming increasingly
important to the economies of developed nations (Dabholkar, Thorpe & Rentz,
1996), managers of service organisation affirm that their employees are the most
valuable asset (Tzaffir & Gur, 2007). This concept is particularly relevant for the
service sector, which is largely dependent on the encounter between employees and
customers (Testa & Ehrhart, 2005). The working environment has been necessary
for the service oriented employees in improving the quality of service. Thus, QWL
programmes can lead to greater self esteem and improved job satisfaction (Suttle,
1977). Satisfied employees are more likely to work harder and provide better
services to their organisation (Yoon & Suh, 2003). Thus, a tool for measuring the
phenomenon of QWL in service context WRKLFQUAL model has been developed
by the Kandasamy & Sreekumar in 2009. The explanation of this model is described
as:

1.3.1 WRKLFQUAL: A Tool for Measuring Quality of Work Life

The WRKLFQUAL model has been originated by the Kandasamy and
Sreekumar in 2009, which represents the difference between the expectation and
perception on various dimensions of QWL. It is adapted version of SERVQUAL.
Parasuraman et. al (1985) depicted this concept to create the gap analysis model for
the external customers. After identifying the dimensions of service quality, the
SERVQUAL tool was developed for assessing the quality of service. Parasuraman
et.al, (1988) have exhibited that SERVQUAL tool has 22 items for assessing
perceived service quality by measuring the gap between customer’s expectation (E)
and perception of service (P). Each item in this instrument is ranked on a seven point
likert scale (‘strongly disagree to strongly agree’). The SERVQUAL scale has been applied in a plethora of service environment (Gronroos, 1990, Zeithmal, Parasuraman, & Berry 1990, Babakus & Mangold 1992). Brown and Schwartz (1989) have been employed a gap analysis tool to locate the discrepancies between the provider and client evaluation of service, in the field of medicine. Pitt, Watson, Kavan (1995) have used the SERVQUAL tool in the Information Service Sector. Later, Soutar and Mc Neil (1996) applied SERVQUAL to access service quality using students expectations and perceptions of the service received from the universities. Wisniewski (2001) has exhibited that gap analysis employed in SERVQUAL model has proven to be valid and reliable for assessing service quality.

Thus, taking a clue from the SERVQUAL tool, and by adequately extending and modifying it to suit a situation involving ‘work life’ as a product provided by the organisation to their internal customers, their employees, a befitting model named ‘WRKLFQUAL’ (Work Life Quality or Quality of Work Life) was conceptualized. It is shown in Figure 1.1:

**Figure 1.1**
WRKLFQUAL : A QUALITY OF WORK LIFE MODEL

![Diagram of WRKLFQUAL model](image_url)

The WRKLFQUAL instrument shown in figure 1.1 is used for assessing the expectation and perception scores of each attribute of QWL dimensions. Respondents are required to point out their level of expectations of each attribute of QWL dimension represented by a statement. The scale is in range from one to five viz. (very low expectation to very high expectation). The other section of questionnaire would identify the respondent’s perception of the QWL attributes experienced in the workplace. The scale is ranging from one (highly dissatisfied) to five (highly satisfied). The Quality of a particular work life dimension (QDi), based upon the total difference between the perception (Pij) and expectation (Eij) scores pertaining to the attributes corresponding to that particular dimension, as described in equation (1)

\[ QDi = \sum (Pij - Eij) \]  

Where \( j \) = represents the number of attributes for a particular dimension.

\( i \) = represents the number of dimension that may vary 1 to m.

If the QDi is negative, it means the expectation is higher than the perception. It shows that employee may be less satisfied with that QWL attribute. On the other hand, if the expectation is lower than the perception with respect to certain QWL attribute, then the employee would be more satisfied with QWL attribute. It depicts that QDi is positive. In case of expectation and perception being equal, then the employee would be neutral in the terms of the level of satisfaction (QDi=0).

Furthermore, Parasuraman, Zeithmal, and Berry (1985, 1988, 1991) identified that the perceived service quality was the customer’s global evaluation of the overall excellence or superiority of the service. Thus, the QWL experienced by an employee can be measured as the statement shown as equation (2):

\[ QWL = \sum (QDi) \]  

The overall quality in the ‘work life’ can be attributed to the total score computed using WRKLFQUAL as showed in equation (2), for all the dimensions of QWL that was identified previously. This score presents the overall gap between
what the subject expects, and what the object stimuli offer is the origin of experienced satisfaction (Locke, 1976, 1984).

The WRKLFQUAL model is based on SERQUAL model, a valid and reliable tool used for measuring service quality. Thus, WRKLFQUAL model explains the critical gap that may exist between the expectation and experienced perception of QWL among the employees. The gap would give a clue regarding employees’ satisfaction / dissatisfaction with respect to the elements of the work environment. It can be used by the human resource development (HRD) and human resource management (HRM) departments for evaluating the employees’ agreement / disagreement regarding various work life elements provided by the organisation for their employees.

1.4 DIMENSIONS OF QUALITY OF WORK LIFE

Numerous studies have been done to examine the effects of physical work environment and organisational climate on worker’s job satisfaction, performance and health. The earlier studied in this regard examined the effect of objective magnitudes of illumination, noise, temperature and atmospheric condition on worker’s productivity (Barnaby, 1980; Fine & Kabrick, 1978; Finkleman and Glass, 1970; Leithead & Line, 1964; McCormick & Sanders, 1982). Walton (1973) discussed eight criteria or major conceptual categories which provide a framework for analyzing the salient features of Quality of working life. The eight criteria were: Adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration in the work organisation, constitutionalism in the work organisation, work and total life space, and social relevance of work life. Schrank (1974) suggested that quality of work life was associated with participation in decision making, freedom to communicate, expression of warmth, human dignity, commitment, and individual esteem. Walker’s (1975) Quality of working life involved the task physical work environment and social environment within the organisation, the administrative system of the establishment and the relationship between life and job. Glasier (1976) determined that quality of work life implied job security, good working conditions adequate and fair compensation, pay, more even than equal employment
opportunity. Hackman and Oldham (1976) reported psychological growth needs as relevant to the consideration of Quality of working life. They identified several such needs; skill variety, task identity, task significance, autonomy and feedback and suggested that above needs have to be addressed if employees were to experience high Quality of working life. Taylor (1979) more pragmatically identified that essential component of Quality of working life such as: basic extrinsic job factors of wages, hours and working conditions and the intrinsic job motions of the nature of the work itself. Warr and Colleagues (1979) considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. Sayeed and Sinha (1981) focused upon economic benefits, physical working conditions, mental state, career orientations, advancement, job stress, effect on personal life, union management relations, self respect etc. Maccoby (1984) identified four factors to measure quality of work life; Security (right to work and working condition); Equity (distributive justice); Democracy (autonomy and opportunity to use abilities); Individuation (perception of uniqueness). Mirvis and Lawler (1984) suggest that Quality of working life was associated with satisfaction with wages, hours and working condition, describing the “basic element of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities, and opportunities for advancement. Baba and Jamal (1991) described the indicators of quality of working life, including; job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organisational commitment, and turnover intentions. G.R. Mahapatra (1992) defined the various component of Quality of work life: Fair compensation and security, social relevance of work life, participative determination of work changes, workers participation of work changes, workers participation in quality improvement programme, social integration in the work organisation, learning and growth opportunities, works and total life apace safe and healthy working conditions, promotion of human dignity, and collaborative work. Sirgy et al; (2001) suggested that key factors in quality of working life were; Need satisfaction based on work environment, Need satisfaction based on supervisory behaviour, Need satisfaction based on ancillary programmes
and organisational commitment. **European Foundation for the Improvement of living conditions (2002)** suggested that quality of work life was associated job satisfaction, job involvement, motivation, productivity, health, safety and well being, job security, competence development and balance between work and non work life. **Ellis and Pompli (2002)** identified a number of factors contributing to job dissatisfaction and Quality of working life including: poor working environment, resident aggression, workload, unable to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationship with supervisors/peers, role conflict, lack of opportunity to learn new skills.

**Figure 1.2**

Dimensions of Quality of Work Life

![Diagram of Quality of Work Life Dimensions](image)


**Saklani (2003)** identified the thirteen factors of QWL which have been taken for the present study i.e. (1) Adequate and fair compensation, (2) Fringe Benefits and Welfare Measures, (3) Job Security, (4) Physical Work Environment, (5) Work Load, (6) Opportunity to Use and Develop Human Capacity, (7) Opportunity for

1.4.1 Adequate and Fair Compensation

Organisations have to ensure suitable assessment and determination of job worth for the purpose of compensation through a comprehensive job evaluation system. This implies a just and fair balance between efforts and reward. A comprehensive job evaluation system ensure fairness and equity in compensation for jobs of similar skills, competencies, efforts, responsibilities and working conditions so that the differences in relative value among jobs are consistent and accurate. Such a practice helps to motivate, seek commitment, effectively engage, and strategically retain employees, especially the key personnel and best professionals.

1.4.2 Fringe Benefits and Welfare Measures

Various extra benefits provided to the employees, in addition to the compensation paid in the form of wage or salary is known as fringe benefits. The benefits that have no relation to employment or wages should not be regarded as fringe benefits even though they may constitute a significant part of workers total income. Fringe benefits covers bonus, social security measures, retirement benefits like provident fund, gratuity, pension, workmen compensation fund, housing, medical, canteen, co-operative credit, consumers stores, educational facilities, recreational facilities, financial advice and so on. Welfare refers to state of living of an individual or group in a desirable relationship with total environment- ecological, economic, and social. Fringe benefits and welfare measures are helpful in creating and improving sound industrial relations in the organisation. The main objectives of fringe benefits and welfare measures are to motivate the employees by identifying and satisfying the unsatisfied needs, to provide qualitative work environment and work life, to provide security to the employees against social risks like old age benefits and maternity benefits, and to protect the health of employees & to provide the safety to the employees against accidents.
1.4.3 Job Security

Providing permanent and stable employment in the organisation for employees is known as job security. It is essential for effective performance and to improve the morale of employees. Job-security is pre-requisite in having a motivated, satisfied, committed, and productive workforce.

1.4.4 Physical Work Environment

To improve the Quality of working life, the working environment should be congenial and free from hazards detrimental to health and safety of workers. Eliminating or controlling dangerous working conditions will prevent “accidents” it assumes that employees have full control over how work is done. Building a safe and healthy workplace means getting people involved. Getting employees involved with health and safety issues a good way to increase participation in the management of an organisation, after all safety and health at workplace concerns all employees, shareholders and government. A safe and healthy workplace improves employee morale and productivity-all by creating a “safety culture”.

1.4.5 Work Load and Job Stress

It is the harmful physical and emotional response that occurs when there is poor match between job demands and the capabilities, resources, or needs of the worker. A variety of factors contribute to stress such as negative workload, isolation, extensive hours worked, toxic work environment, lack of autonomy, difficult relationships among co workers and management, harassment and lack of opportunities or motivation to advancement in one’s skill level. Work load is the most important factor linked to work-related stress. Organisations concerned about the stress level of their employees and need to focus greater attention on those issues within the workplace that are most likely to generate stress and to work directly with the most vulnerable employees.

1.4.6 Opportunities to Use and Develop Human Capacity

Learning skills and opportunities for development have also proved an effective component of Quality of working life and it has a positive impact on job
satisfaction and reduced stress. The opportunity to develop is associated with learning mechanisms. This is essential when job require from employees to develop cognitive skills. The personal and professional developments enable individuals to achieve critical personal changes and professional ability, specifically to:

- Updating personal identity, attitude, values, and beliefs.
- Increasing congruency and satisfaction.
- Within an organisational environment producing better organisation performance and effectiveness.
- Improve self awareness.

1.4.7 Opportunity for Continued Growth

Adding new contents to job for making jobs more interesting, satisfying and challenging. It helps to create skills and develop knowledge of employees. It is a process of adding additional motivators to a job to make it more rewarding. Job enrichment seeks to add depth to a job by giving workers more control, responsibility, and discretion. It is over how their job is performed the way worker performs better, experiences by which greater job satisfaction and becomes more self actualized, thus being able to participate in all life roles more effectively.

1.4.8 Human Relations and Social Aspect of Work Life

A trade union is a formal association of workers, acting collectively, who seek to protect and promote their mutual interests through collective action. The main objective of any trade union is to protect and promote the interests of its members and to provide a basic framework for the management and the employees to resolve their difference. Participation and cooperation are popular buzz words in positive union management relations. It facilitates open communication, building trust, and team spirit.

1.4.9 Participation in Decision Making

To improve the Quality of working life by allowing the workers greater influence and involvement in work and the satisfaction obtained from work and to secure the mutual cooperation of employees and employers in achieving industrial peace, greater efficiency and productivity in the interest of the enterprise, the
workers, the consumers, and the nation. Participation in decision making particularly in important matters relating to them feels a sense of creativity and more responsibility. Workers participation may act as a spur to managerial efficiency. Workers may work harder if they share in decision that affects them.

1.4.10 Reward and Penalty Systems

Organisational rewards are those that the employee earns as a result of his employment with the organisation. Most organisation link their reward system to employee performance and commitment to the organisation. An effective reward system will lead to the creation of a skilled, committed, competent, and motivate workforce who in turn will bring about an increase in the productivity and profitability of the organisation. The reward system may be financial or non-financial in nature. Financial rewards include an increase in salary or special performance bonus. These rewards should be commensurate with the performance and contribution of the individual towards the productivity of the organisation. Non-financial rewards include enhancing responsibility, opportunities for growth and development along the career ladder, etc. The success of any reward system depends on the degree of involvement of the participants and their perception of its value and fairness.

1.4.11 Equity, Justice, and Grievance Handling

Fair, consistent, and equitable treatment of all employees is essential to building and maintaining harmonious employee relations and upholding employee rights. Organisations must ensure all the employees are treated with equity when decisions are made which effect the employment. The organisation should have consideration to decisions affecting equitable access to employment conditions, leave, performance management, employment opportunities, and training & development opportunities.

Grievance may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and its nature, about the management policies and procedures. It must be expressed by the employees and brought to the notice of management and the organisation. The managers should immediately identify all grievances and must take appropriate steps to eliminate the
causes of such grievances so that employees remain loyal and committed to their work. An effective grievance procedure ensures an amiable work environment because it redresses the grievance to mutual satisfaction of both the employees and the managers.

1.4.12 Work and the total life Space

It is a major component of QWL, which explain the relationship between home and work life. Employees today are more likely to express a strong desire to have a harmonious balance among career, family, life and leisure activities. The demands of work life late hours, frequent travel and transfers are socially very costly to the employee and his family, such event definitely depress the Quality of working life.

1.4.13 Image of Organisation

It is to generate satisfying identity with the organisation and develop a feeling of self-esteem. The factors which inculcate these feelings are openness and trust, opportunity for upward mobility, a sense of community feeling on the job and equal opportunity for all irrespective of caste, creed, sex and religion.

1.5 IMPORTANCE OF QUALITY OF WORK LIFE

The scientific approach towards management and organisation resulted in a rigid structural hierarchy, exhaustive specialisation of jobs, deployment of unskilled labour and an unfavourable work environment. This led to high employee turnover, decline in productivity, absenteeism and consequently, a group of demotivated employees. Modern managers have realised the need to develop a work climate that motivates the employees to perform better in order to enhance the productivity of their organisations. This realisation gave birth to a concept called “Quality of Work Life” (QWL).

QWL deals with the impact of work and the work environment on employees and organisational productivity. It focuses on improving the conditions of work to create a supportive and healthy work environment. An effective QWL initiative leads to the creation of healthy, satisfied, and productive workforce, which brings about the development of efficient adaptive and profitable organisations. QWL
activities, that provide a safe and healthy environment, develop a positive attitude in employees towards their jobs and their organisations. Effective QWL activities also provide employees opportunities for learning and professional decision making and foster better communication between labour and management, which in turn, smoothens labour-management relations. QWL encourages interaction between the individual and the organisation to satisfy each other’s need and expectations. By doing so, QWL activities, build mutual trust among the members of the organisation.

1.6 RELATIONSHIP OF QUALITY OF WORK LIFE WITH DIFFERENT ASPECTS CONCERNING EMPLOYEES

During the last two decades, the increasing effects of factors such as globalization, information technology, world business competitiveness, and limited natural resources have changed people’s views of how a good company is defined. In the past, financial figures were the major factor in considering “a good company” (Ferrel, 2008). But in the present scenario, ethics, quality of work life, and job satisfaction are increasingly being identified as progressive indicators related to the function and sustainability of business organisations. In the management discipline in general, prior researches often link quality of work life to job-related outcomes such as employee job effort, productivity, low absenteeism, and organisational performance (e.g., Danna and Griffin, 1999; Cummings and Worley, 2005; Dess, Lumpkin and Eisner, 2007; Leopold, 2005; Wheelan and Hunger, 2006; Yorks, 2005) among others. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees’ quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. QWL is “The degree to which members of a work organisation are able to satisfy important personnel needs through their experience in the organisation” (Chitra, D. and Mahalakshmi, V., 2012). The impact of quality of work life on various aspects concerning employees is as follow:
1.6.1 Quality of Work Life and Job Satisfaction

The success of any organisation largely depends on their employees. If the employees are satisfied, happy and hardworking, they produce more and it is profitable for the organisation. So, in this competitive scenario it is necessary to know the employees views towards their job and to measure the level of satisfaction with various aspects of job satisfaction. It is essential to manage human resource and to examine whether its employees are satisfied or not. When the employees are satisfied, they will work with commitment and have a positive image of the organisation.

Job satisfaction means individuals emotional reaction to their job. It is a positive emotional state that occurs when a person’s job seem to fulfill important job value provided. Locke (1976) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Vroom (1964) stated the job satisfaction as affective orientations on the part of the individuals toward work roles which they are presently occupying. Vroom explained that job satisfaction focuses on the role of the employee in the workplace. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and achievement of other goals that lead to a feeling of fulfillment. Jit S Chandan(2005), “job satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs”. When the employees have a high job satisfaction, it means they really like their jobs, feel good about it and value their job highly. It can be considered as one of the main factors for the efficiency and effectiveness of business organisation.

Job satisfaction is one of the central variables in work and is seem as an important indicator of QWL. Pour et al.(2014) have studied that there was a significant relationship between the quality of work life and job satisfaction. Lee et al.(2008) stated that quality of work life has positive effect on job satisfaction, organisational commitment, and team mode. Othman and Lieng (2009) have examined that there exists positive relationship between quality of work life and job satisfaction. Twelve quality of work life dimensions i.e. fair compensation, safe and healthy working condition, opportunity for using and developing human capacity,
opportunity for continued growth and security, social integration in the work organisation, employees right, the effect of job demand on personal lives, social relevance of work life, co-worker and supervisor support, team work and communication, characteristic of organisation, and overall impressions of the organisation had been taken. It was found that generally the quality of work life programme has a significant relationship with the job satisfaction.

1.6.2 Quality of Work Life and Organisational Commitment

Now days, in a competitive scenario the importance of human resources in advancing the goals of the organisation, is an undeniable. In the organisations, the managers and employees are realizing the importance of relationships and are trying to strike balance between career and personal lives. QWL has become one of the main objectives of the organisations. Garmabdari (2010), QWL in any organisation amplifies the mental peace and development motives among the employees. Abdulaziz and Nazarmahd (2011), QWL is a comprehensive program that is influencing organisational commitment in the present technical, technological, economic, cultural, and social complexity era.

Organisational Commitment has an important place in the study of organisational behavior. Fred Luthans (2008), Organisational Commitment is an attitude reflecting employees’ loyalty to their organisation. It is an ongoing process through which organisational participants express their concern for the organisation and its continued success and well-being. Meyer and Allen (1991), defined organisational commitment as a psychological state that characterizes the employee’s relationship with the organisation, and has implications for the decision to continue membership in the organisation. Hua (2006), has studied that quality of work life has positive impact on job satisfaction as well as on decreasing job’s strain which finally increases organisational commitment.

Normala and Daud (2010) found that QWL factors i.e. participation, social integration, growth and development, supervision, and pay and benefits have a positive relationship with affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs). Birjandi et al. (2013) showed a positive and significant relationship between
components of quality of work life and employee’s organisational commitment. These components are namely: fair and sufficient payment, providing growth opportunity and continuous security, development of human capabilities, secure and sanitary working environment, working life general atmosphere, social unity and integration, working life social attachment, and observance of law in organisation. Abdulaziz and Nazarmahd (2011), explained that quality of work life would influence the individuals’ involvement in the indicated duties because it emphasizes on the organisational commitment. The improvements of quality at work place have a strong positive relationship with the organisational commitment of employees.

1.6.3 Quality of Work Life and Productivity

Now corporations are striving to maximize human and system performance associated with adaptable production processes that increase quality, decrease costs, or improve delivery schedules. Improving adaptability necessarily implies a focus on the human operator, the centre of manufacturing process. Productivity is a measure of efficiency of a person, machine, factory, system etc. in converting inputs into useful outputs (Stoenhuis and Debruijin2006). Productivity can be defined as an overall measure of ability to produce a good or service (Genaidy et al.2005). Productivity is useful as a relative measure of actual output of production compared to the actual input of resources, measured across time or against common entities.

Ahmadi (2009) studied the effect of three factors viz. quality of work life, empowering, and motivation on organisational productivity. The findings of the study demonstrated that all three factors had positive effects on organisational productivity and especially on work force productivity. Stornhuis & De Bruijin (2006) found that the better the physical conditions of work (flexible work hours and efficient & suitable technology), and economic condition of job (appropriate and fair salary), the higher the level of productivity of employees and finally the organisation’s productivity will also be higher.
SECTION-II
ORGANISATIONAL COMMITMENT

In the current dynamic working environment and severe competition, organisations are required to adopt techniques which are flexible, adaptive and competitive due to the competitive pressures and rapidly changing market conditions. Human resource is considered as the most basic strategic resources of every organisation. The involvement of employees can help the organisation in generating new ideas, changes in behaviours at work, and in workplace decision making. Thus, it is essential for any competent managers to increase the organisational commitment which strengthens employees’ positive attitude towards their organisation. Mowday et al.,(1982) Organisational commitment is most often defined as a strong desire to remain a member of a particular organisation, a willingness to exert high levels of effort on behalf of the organisation, a definite belief in, and acceptance of the values and goals of the organisation.

1.7 DEFINITIONS OF ORGANISATIONAL COMMITMENT

According to Porter et al. (1974) the organisational commitment can be defined as an attachment to the organisation, characterised by an intention to remain in it, identification with the values and goals of the organisation, and a willingness to exert extra effort on its behalf.

Buchanan (1974) defined commitment as being bond between individual (the employee) and the organisation (the employer).

Meyer and Allen (1991) defined the organisational commitment is a psychological state that characterises the employee’s relationship with the organisation, and has implications for the decision to continue membership in the organisation.

Cohen (2003) stated that commitment is a force that binds an individual to a course of action of relevance to one or more targets.

Arnold (2005) explained that organisational commitment is the relative strength of an individual’s identification with and involvement in an organisation.
Avazpur, (2007) Organisational Commitment is considered to be one of organisations’ ultimate goals to survive. Commitment is an emotional response which is created by individuals’ behaviour, beliefs, and attitude.

Robbins et al. (2008) stated that organisational commitment is the degree to which an employee identifies with a particular organisation and its goals and wishes to maintain membership in the organisation.

1.8 TYPES OF ORGANISATIONAL COMMITMENT

Meyer and Allen (1984) initially viewed organisational commitment as two dimensional namely, Affective Commitment and Continuance Commitment. After further research, Allen and Meyer (1990) added a third dimension i.e. Normative Commitment. Dunham et al. (1994) identified the three types of commitment i.e., Affective Commitment, Continuance Commitment, and Normative Commitment. The explanation of these types of commitment is described as-

1.8.1 Affective Commitment

It is defined as the emotional attachment, identification, and involvement that an employee has with the organisations and goals (Meyer and Allen, 1984). Porter et al. (1974) further characterise the affective commitment by three factors (1) belief in and acceptance of the organisation’s goals and values, (2) a willingness to focus effort on helping the organisation achieve its goals, (3) a desire to maintain organisational membership. Sheldon (1971) stated that affective commitment is an orientation towards the organisation, which links or attaches the identity of the person to the organisation. The organisational commitment model of Meyer and Allen (1997) indicated that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

1.8.2 Continuance Commitment

The willingness to remain in an organisation because of the investment that the employee has with the ‘nontransferable’ investment is defined as continuance commitment. Nontransferable investments include things such as retirement,
relationship with other employees, or things that are special to the organisation (Reichers, 1985). According to Meyer and Allen (1997), the continuance commitment is defined as awareness of the costs associated with leaving the organisation. It is calculative in nature because of the individual’s perception and weighing the costs and risks associated with leaving the current organisation. Meyer and Allen (1984) the strength of continuance commitment, which implies the need to stay, is determined by perceived costs of leaving the organisation. The need to stay is ‘profit’ associated with continued participation and termination of service is a ‘cost’ associated with leaving. Therefore, in order to retain employees who are continuance committed, the organisation needs to give more attention and recognition to those elements that boost the employee’s morale to be affectively committed.

1.8.3 Normative Commitment

The commitment in which a person believes that they have to the organisation or their feeling of obligation to their workplace (Bolon, 1993). Wiener (1980) stated that normative commitment as being a ‘generalized value of loyalty and duty’. Meyer and Allen (1997) defined it as a feeling of obligation to continue employment. Employees with normative commitment feel that they ought to remain with the organisation. In terms of the normative commitment, the employees stay because they should do so or it is the proper thing to do. The normative committed employee considers it morally right to stay in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years.

1.9 FACTORS INFLUENCING ORGANISATIONAL COMMITMENT

There are many factors which affect the organisational commitment. Such factors include the following: job related factors, employment opportunities, personal characteristics, positive relationships, organisational structure, and management style.
1.9.1 Job Related Factors

Organisational commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice versa (Randall, 1990). Where the jobs are highly enriched, the organisational commitment tends to high.

1.9.2 Availability of Employment Opportunities

The availability of employment opportunities affects organisational commitment. The greater possibilities for alternative job, tends the employees to be less committed to organisation and vice versa. Meyer and Allen, (1997) stated that the membership in the organisation is based on continuance commitment, where the employees are continuously calculating the risks of remaining and leaving.

1.9.3 Personal Characteristics of the Employees

Organisational commitment also affected by the employee’s personal characteristics such as age, gender, and years of service. The employees who have longer tenure with the organisation have greater organisational commitment than those with shorter stay with organisation. Older people are more committed to the organisation than other age groups. Allen & Meyer (1993) and Buchanan (1974)

1.9.4 Positive Relationships in the Organisation

The organisation as a workplace environment is built up of working relationships, one of which is the supervisory relationship. Meyer and Allen, (1997) stated that employees have a good relationship with their immediate work group have higher levels of commitment. Randall (1990) explained that the supervisory relationship affect the organisational commitment either positively or negatively. When the supervisory relationship is to be fair in practices, the employees are more committed to the organisation.

The organisations are continuously face challenges due to increased competition and rapid changes in the technology. So, it is essential for the organisations to manage its employees’ commitment and encourage the importance
of work teams. Fair human resource policies and practices lead to development of organisational commitment among employees.

It can be concluded that the quality of work life has become an important aspect for every organisation. It is the combination of the various physical psycho-social environments. It makes the workforce more valuable, trustworthy, and efficient by giving them opportunity in taking important decisions. The quality of work life also improves the level of job satisfaction, productivity, commitment, and well being of the employees. An effective QWL at workplace can leads to healthy, satisfied, and productive workforce.
REFERENCES


Geetha V. et.al. (2010). Impact of Job Satisfaction on Quality of Work Life among the IT Employees. *Summer Internship Society, 2*(1). 27-33.


