2.1 Introduction

The concept of quality of work life is based on the assumptions that a job is more than just a job. Quality of work life exercises significant influences on productivity of employees. Research has established that good quality of work life leads to physically and psychologically healthier employees with positive feelings.

The term quality of work life was introduced in the late 1960s as a way of focusing on the effects of employment on health and ways to enhance the quality of persons on the job experience. According to Rose, Beh, Uli and Idris (2006) QWL is a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organisation. It also involves treating people with respect. The elements that are relevant to an individual’s QWL include the task, the physical work environment, the social environment within the organisation, administrative system and a relationship between life on the job and off the job (Rose, Beh, Uli & Idris, 2006)1.

Dolan, Garcia, Cabezas and Tzafrir (2008) stated that the concern for quality of work life has preoccupied social scientists for the past several decades. Quality of work life is a major issue for employees, and how organisations deal with this issue is both of academic and practical significance. QWL and its relationship with employee health and performance has become an explicit objective for many of the human resource policies in modern organisations (Dolan, Saba, Jackson & Schuler, 2007)2.

The International Labor Office3 lists different areas as concerns of quality of work life, they are: hours of work and arrangements of working time, redesigning of jobs, working conditions, work related welfare services, shop floor participation in the improvement of working conditions, working conditions of woman, young workers, older workers and other special categories.

Human resource department has a major role for the success of the organisation. Human resource department efforts to improve productivity through changes in employee relations. A proactive human resource department finds ways to empower employees so that they draw on their ‘brains and wits’, usually by getting the employees more involved in the decision making process4. The principles of Scientific Management created a new awareness regarding importance of human resources. The awareness is a critical
dimension in the organisational effectiveness. The real life experiences substantiate the assumption that no matter how sophisticated and modern the business activities of the organisation may become, it will be extremely difficult to sustain its growth and effectiveness unless the human resources are complements to its operations.

The significance of HR is due to:

- Each individual has his/her own distinct background. This makes each individual unique in his/her psychological framework.
- This resource is animate, active and living.
- Human resource is most complex and unpredictable in its behavior.

Thus human resources are the key to organisational success or failure.

Earlier, human resources were considered as mere instruments of production ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. But the 10 to 15 percent productivity was not sufficient, as we are living in the globalized economy. Today the 21st-century business and industrial organisations are dynamic. Liberalization, privatization and globalization made the business firms further dynamic, the business is changing at the speed of light and so is competition in terms of technology, product, price, service and organisational strength. If organisations are to survive and grow amidst this severe competition, they have to adopt fast to the changing environment. This brings us back to Darwin’s theory of ‘Survival of the Fittest’. This is the rule of the game in this era of globalization in any business. These changes invariably demand for the talented and skilled manpower human resources. Hence the system of the organisations is undergoing constant change.

Various researches and experiments have been undertaken to understand the human beings at work and the ways to improve their life personally and professionally to ensure better productivity and employee satisfaction. In order to achieve organisational objectives and satisfy the employees the quality of work life approach is more essential.

This chapter focuses on the origin and growth of the concept Quality of work life, the meaning and definitions of Quality of work life, the determinants or factors influencing Quality of work life, different models relate to Quality of work life, objectives of Quality of work life, principles of Quality of work life, specific issues of
Quality of work life, benefits of Quality of work life to individual and to the organisation, and techniques for improving Quality of work life.

2.2 Origin and growth of the concept of Quality of Work Life

Quality of work life (QWL) is an indicator of how free the society is from exploitation, injustice, inequality, oppression, restrictions on the continuity of the growth of the man. In the development process, the term QWL has acquired many different concepts as below:

First concept 1969-1972 QWL= Variable
Second concept 1969-1975 QWL= Approach
Third concept 1972-1975 QWL= Methods
Fourth concept 1975-1980 QWL= Movement
Fifth concept since 1980 QWL= Everything

It would be an understatement to say that there has been and continues to be confusion about what Quality of work life (QWL) means (Nadler & Lawler, 1983). It has been used to refer to a wide range of concerns and projects, and it has been defined differently by its most articulate champions. The term quality of work life was first used in the late 1960s, originating with General Motors and the United Auto Workers to describe workers’ level of job satisfaction. Irving Bluestone coined the term quality of work life, which began as a variable expressing the level of worker satisfaction and development into an approach and series of programs designed ultimately to increase worker productivity (Goode, 1989).

In the mid 1970s, quality of work life was considered in light of specific changes and methods that could be instituted in companies not only to enhance bottom line productivity, but also to increase employee identification and a sense of belonging and pride in their work (Davis & Churns, 1975; Sashkin & Burke, 1987). Examples of these approaches include work teams, autonomous groups, job enrichment and socio-technical change (Charland, 1986; Gadon, 1984). Such approaches can be very effective, but must not be seen as cure-calls that can be introduced and implemented in a ‘connect the dots’ fashion. These types of programs are frequently what come to mind when pondering Quality of work life (Schalock & Begab, 1990).
The contributions of Maslow, Mc Gregor and Herzberg were of critical importance to the development of new concept and new experimental processes of workers towards their work.

Abraham H. Maslow’s theory of motivation attempted to formulate a need based framework of human motivation. Maslow identified general categories of needs that are survival, physiological, love, safety and esteem which have to be fulfilled in order for someone to act in an unselfish manner. These needs were referred to as deficiency needs, while people are motivated to fulfill these needs, they progress towards growth and eventually, self actualization. In this manner, Maslow’s model indicates that fundamental lower order needs like safety and physiological requirements have to be satisfied in order to pursue higher level motivations along the lines of self fulfillment. Needs triangle, after a need is a satisfied, it stops acting as a motivator and the next need one rank higher starts to motivate.

Douglas Mc Gregor (1960) made good contribution to organisational management and motivational psychology when he proposed the two theories by which managers perceive employee motivation. He pointed out that a command and control environment is not effective because it relies on lower needs for motivation but in modern society those needs are mostly satisfied and thus no longer motivate. In this situation one would expect employees to dislike their work, avoid responsibility, have no interest in organisational goals, resist change etc. thus creating a self fulfilling prophecy.

Frederick Herzberg found that job satisfaction and job dissatisfaction acted independently of each other. This theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. According to Herzberg, work organisation should seek to introduce motivation into the work place. This laid the foundation for the now well known concept of Job enlargement and Job enrichment.

Rice (1963) suggested that socio-technical system must satisfy the financial condition of the industry of which is a part. Thus, the productive system has three key dimensions which are all inter dependent: the technological, the social and the economical. Generally one dimension does not produce good results for the whole system. The second important study which is action oriented has been used the
reorganisation efforts by Rice (1958) led to the provision of internal group structure related to task accomplishment.

Richard Walton (1979) had taken up an extensive research on quality of work life, he can be considered as the major contributor to this concept. The psychological requirements of people which were advocated by Emery (1969) should be taken care of while designing the organisation.

These factors are:

- The need for variety of job contents
- The need for being able to learn on-the-job and to go on learning
- The need for some minimal area of decision making that the individual can call his own
- The need for some minimal degree of social support and recognition in work place
- The need to feel that the job leads to some sort of desirable future.

Walton (1973)\textsuperscript{17} attributes the evolution of quality of work life to various phases in history. Legislation enacted in early 20\textsuperscript{th} century to protect employees from job injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Emphasis was given to job security, due process at the work place and economic gains for the worker. The 1950s and the 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity and the possibility that improved human relations would lead to the enhancement of both. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally, in the 1970s the idea of quality of work life was conceived which according to Walton is broader than these earlier developments and is something that must include the values that were at the heart of these earlier reform movements and human needs and aspirations. The early studies provided a basis for further developments. After these studies, there appeared to be a full comfort in the development of the concept of quality of Work Life. From the late 1960s there has been a renewed and increase of ideas, experiments and theory building. The term quality of work life has become well known not only to social scientists, but also to laymen.
Thus, the history of quality of work life is an account of organisational philosophy moving from socio-technical job design to redesigning of organisations, finally to inter organisational changes, including different spheres of society, enterprises and public administration\textsuperscript{18}.

2.2.1 Quality of work life as an outcome

During the 1950s and 1960s, quality of work life was mostly regarded as a variable which focused on outcomes, such as job satisfaction and mental health, with their emphasis on the impact of work on the individual. It has been suggested that organisations should be evaluated on the basis of how successful they were in providing quality of work life for their employees (Nadler & Lawler, 1983). According to Kieran and Knuston (1990) (Kotze, 2005), the term QWL originated with General Motors and United Auto Workers to describe levels of job satisfaction. The dominant theme of much quality of work life research was the assumption that individuals’ experiences of satisfaction or dissatisfaction define the quality of their work life (Wilcock & Wright, 1991; Kerce & Booth-Kewley, 1993)\textsuperscript{19}. Thus as an outcome, quality of work life is measured by assessing an individual’s reaction to work or personal consequences of the work experience.

2.2.2 Quality of work life as an approach and series of programs and methods

Second definition emerged defining quality of work life as an approach, and focusing still on individual, rather than organisational outcomes. During this time, the improvement of quality of work life was often considered to proceed in two separate, but not mutually exclusive, directions. One direction concerned the alleviation or removal of negative aspects of work and working conditions and the other direction concerned the modification of aspects of work and working conditions to enhance capabilities of job holders and to relate jobs to some desirable future, in order to promote increased productivity, improved personal initiative and growth potential, a more active social and community life, and greater capacity to cope with change (Kotze, 2005)\textsuperscript{20}.

Quality of work life as a set of methods, approaches or technologies which improve the work environment in order to make it more productive and satisfying (Kerce & Booth-Kewley, 1993)\textsuperscript{21}. Quality of work life as a method attempt to serve both
individual needs and organisational effectiveness and was considered in the light of specific changes and methods that could be instituted in companies to enhance employee identification and a sense of belonging and a feeling of pride in their work. Brooks and Gawel (2001) states that efforts to understand the theoretical underpinnings of quality of work life can be traced back to Socio-technical systems (STS) theory, according to STS theory engaging employees fully in designing work gives them a sense of well being as they find their work fulfilling\textsuperscript{22}. The above approach perceives Quality of work life to have at its core two goals: (a) to humanize the work place and improve the quality of employees’ work experiences, and (b) simultaneously to improve the overall productivity of the organisation (Kotze, 2005)\textsuperscript{23}.

2.2.3 Quality of work life as a movement

According to Nadler and Lawler (1983) (Kotze, 2005), Quality of work life was regarded more as a movement instead of a specific program during the 1970s. It was seen as a continuing process. The focus was on utilizing all the organisation’s resources, especially its human resources, better than before, developing among all the members of organisation awareness and understanding of the concerns and needs of others, and a willingness to be more responsive to those concerns and needs. The terms participative management and industrial democracy were frequently employed to encompass the ideals of the quality of work life movement (Nadler & Lawler, 1983). Skrovan (1983) stated that the involvement and participation of employees in the creation of their work place was a central focus of every quality of work life process. Through this process all members of the organisation through appropriate channels of communication set up for this purpose, have some say about the design of their jobs in particular and the work environment in general (Bachner & Bently, 1983). Thus quality of work life is defined as the process used by an organisation to unlock the creative potential of its people by involving them in decisions affecting their work lives (Rubenstein, 1983)\textsuperscript{24}.

2.2.4 Quality of work life as need fulfillment, employee well-being and work wellness

According to Kotze (2005) it seems that during the last decades there has been a tendency to focus research on quality of work life more from the perspective of the
employee and the fulfillment of their needs. Although there is no formal definition of quality of work life, industrial psychologists and management scholars agree in general that quality of work life is a construct that deals with the well being of employees and that quality of work life differs from job satisfaction (Sirgy, Efraty, Siegel & Lee, 2001). Sirgy et al., (2001)\textsuperscript{25} states that there are two dominant theoretical approaches in the quality of work life literature, namely, need satisfaction and spillover. The need satisfaction approach to quality of work life is based on need-satisfaction models developed by Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1972). The basic tenet of this approach to quality of work life is that individuals have basic needs they seek to fulfill through work. Employees derive satisfaction from their jobs to the extent that their jobs meet these needs.

2.2.5 Work life balance and Quality of work life

Balancing one’s life has become a prominent topic in society. Just keeping up with life seems to be challenging for many individuals. Part of the reason for this challenge is that people are working longer hours than ever before. However, longer working hours and working more days per year are not the only issues. In work life literature the concept of work life is often coupled with the word ‘balance’. Work life is commonly referred to as work and life or work and family to represent the dichotomy of these two areas of a person’s life\textsuperscript{26}. However, researchers in the field of work life often struggle with the term balance because it implies an equal distribution of work and life causing individuals to struggle with the idea that there should be an equal division between these two aspects of their lives (Ward, 2003). Instead, the terms integration or weaving is more appropriate. It is important to realize that work is a meaningful and necessary part of life for most people, not to be separated from life as in the notion work life (Rapport, Bailyn, Fletcher & Pruitt, 2002). Therefore it is helpful to approach work life from an integrated perspective. Men and women should be able to experience work and personal lives, not in conflict or as separate, but as integrated. To foster this integrated perception, it is important to view work and personal life as interdependent, equally valued activities\textsuperscript{27}.

According to Kotze (2005) work family balance enhances an individual’s quality of work life, as involvement in multiple roles protects or buffers individuals from the
effects of negative experiences in any one role. Beyond this buffering effect, work-family balance is thought to promote well being in a more direct manner. Balanced individuals experience low levels of stress when enacting roles, presumably as they are participating in role activities that are salient to them.\(^{28}\)

### 2.3 Meaning and definitions of Quality of Worklife

Quality of work life is a combination of three words namely quality, work and life which are interrelated with each other. To understand the quality of work life, it is imperative to understand the meaning of quality, work and life. The quality may be defined as continuous improvement regarding workers, organisation and society. Work is important means of livelihood because it provides enjoyment and satisfaction. Life is present state of existence and employment which is the most basic need and enhances the quality of life. The quality of work life can be classified as quality of work and quality of life.

**Quality of Work**

- Quality of work is defined as better jobs and more balanced ways of combining work life with personal life.\(^{29}\)
- Quality of work in terms of the extent of the use of skills and the degree of worker involvement in job.
- Quality of work as a multi dimensional concept refers to different aspects of working and living conditions of the employees.\(^{30}\)

**Quality of Life**

- Quality of life is a general feeling of happiness or satisfaction with life i.e., physical and mental.
- Quality of life is an all inclusive notion of life and living for the good life.\(^{31}\)
- Quality of life denotes the economic opportunities available to the people and their abilities to take advantage of living conditions which permit a healthy and productive life.

Many studies, various authors have offered a variety of definitions and suggestion to constitute quality of work life.
• Quality of work life is a philosophy, a set of principles which holds that people are the most important resources in the organisation as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

• The elements that are relevant to an individual’s quality of work life include the task the physical environment, social environment within the organisation, administrative system and relationship between life on and off the job.

• Quality of work life consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employers and employees and their union, based on labor management cooperation. People also conceive of quality of work life as a set of methods such as autonomous work groups, job enrichment and high involvement aimed at boosting the satisfaction and productivity of workers.

• It requires employee commitment to the organisation and an environment in which this commitment can flourish.

The term quality of work life has different meanings for different people.

• To a worker on an assembly line it may just mean a fair day’s pay, safe working conditions and a supervisor who treats him with dignity.

• To a younger new entrant it may mean opportunities for advancement, creative tasks and a successful career.

• To a manager or administrator it may mean improvements in the psychological aspects of work to improve productivity.

• To unions it may mean more equitable sharing of profits, job security and healthy and humane working conditions.

• To academics it means the degree to which members of work organisation are able to satisfy important personal needs through their experiences in the organisation.

• Some consider it as an industrial democracy or co-determination with increased employee participation in the decision making process.

• Others view it as improving social relationships at work place through autonomous workgroups.
2.4 Definitions

According to The American Society of Training and Development “QWL is a process of work organisations which enable its members at all levels to actively; participate in shaping the organisations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved quality of life at work for employees”.

According to Lloyd Suttle, “Quality of Work life is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation”.

The concept of quality of work life has been defined by several social scientists including Walton (1973) one of the major interpreters of the quality of work life movement has defined quality of work life as a process by which an organisation responds to employee needs for developing mechanism to allow them to share fully in making the decisions that design their lives at work. He provides eight criteria as characteristics of the individuals of work experiences or work environment to evaluate quality of work life programmes.

1. Adequate and fair compensation
2. Safe and healthy environment
3. Immediate opportunity to use and develop human capacities.
4. Future opportunity for growth and Security
5. Social integration in the work organisation
6. Constitutionalism in the work organisation
7. Work and total life space and
8. Social relevance of work life.

According to Beinum “Quality of work life is based upon a general approach and an organisational approach. The general approach includes all those factors affecting the physical, social, economical, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society”.

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Herrick and Maccoby (1975) tried to define it in a more normative spirit in terms of security, equity and democracy.

Guest (1979) defined the quality of working life as a generic phase that covers a person’s feelings about every dimension of work including economic rewards, benefits, security, working conditions, organisational and interpersonal relations.

Cohan (1979) defined, quality of working life as “a process of joint decision making, collaboration and building mutual respect between management and employees”.

Davis (1980) defined quality of work life as “the quality of relationship between employees and the total working environment”. It seeks to create those conditions in the organisation which promote individual learning and development. Provide individuals with influence and control over what they do and how they do it and make available to the individuals interesting and meaningful work as a source of personal satisfaction and a means of valued personal rewards.

Hackman and Shuttle (1977) described quality of work life from varied viewpoints. From a professional view point, it refers to industrial democracy, increased workers participation in corporate decision making or a culmination of the goals of human relations. In terms of the management perspective, it relates to a variety of efforts to improve productivity through improvements in the human rather than the capital or technological inputs of production.

Nadler and Lawler (1983) provide a concise working definition of quality of work life as a way of thinking about people, work and organisations. According to them, quality of work life refers to (1) a concern about the impact of work on people as well as on organisational effectiveness and (2) 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.

Luthans recognizes the purpose as “to change the climate at work so that the human-technological-organisational interface leads to a better quality of work life”.

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Beinum\textsuperscript{41} “QWL is based on a general approach and an organisation approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society”. He illustrates socio technical approach where “quality of work life means designing jobs and organizing work in such a way that one achieves the best fit between the social and psychological needs of people (eg. need for autonomy, variety and learning) and the requirement of the particular production system, the technology”.

Sangeeta Jain\textsuperscript{42} viewed that quality of work life is not a single or a specific notion; rather it consists of a whole parcel of terms and notions, all of which really belong under the quality of working life umbrella. They include industrial effectiveness, human resource development, organisational effectiveness, work restructure, job enrichment, socio-technical systems, working humanization, group work concept, labor management co-operation, working together, workers involvement, workers participation and co-operative work structures.

Sergey, Efraty, Siegal and Lee\textsuperscript{43} (2001) defined QWL as employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace. This definition returns to the concept of satisfaction as an underlying theoretical model.

Maccoby\textsuperscript{44} (2001) defined QWL as a commitment of management and union to support localized activities and experiments to increase employee participation in determining how to improve work. This process is guided by union-management committees and facilitators, and requires education about the goals of work in training and group process.

Lau, Wang, Chan and Law\textsuperscript{45} (2001) operationalized QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual who is not satisfied with reward, may be satisfied with job security and to some extent would create the career opportunity provided by the organisation for the their personal and professional growth.
The recent definition by Serey TT\textsuperscript{46} (2006) on QWL is quite conclusive and best meets the contemporary work environment. The definition is related to meaningful and satisfying work. It includes (1) an opportunity to exercise one’s talents and capacities, to face challenges and situations that require independence and initiative and self-direction, (2) an activity thought to be worthwhile by the individuals involved, (3) and activity in which one understands the role the individual plays in the achievement of some overall goals and (4) a sense of taking pride in what one is doing and in doing it well. The issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and is believed to be more favorable to QWL. This study focused on the above definition.

Rethinam and Ismail\textsuperscript{47} (2008) define QWL as the effectiveness of the work environment that transmit to the meaningful organisation and personal needs in shaping the values of employees that support and promote better health and wellbeing, job security, job satisfaction, competency development and balance between work and non-work life.

Takezawa\textsuperscript{48} explained clearly that “the Quality of working life is ultimately defined by the worker himself.

2.5 Determinants or factors influencing QWL

Harvard Professor, Richard E. Walton (1974) one of the major interpreters of quality of work life movement, has identified the following eight dimensions\textsuperscript{49} to understand the concept of quality of work life are as follows:

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Future opportunity for continued growth and security
5. Social integration in the work organisation
6. Constitutionalism in the work organisation
7. Work and total life space and
8. Social relevance of work life.
2.5.1 Adequate and fair compensation

Many motivational experts conclude that money is still an important motivating factor for employees to perform better work collectively for reaching business goals. However, employees also want to see adequacy and fairness in the pay rewards. Equal pay for equal work and pay is linked to individual responsibility, skill, performance and accomplishments. Pay must also be competitive with external labor market and should be responsive to prevailing practices and changing economic conditions.

Fairness can be determined through job evaluation measures such as job ranking, job classification and by factor comparison (Schuler, 1998). These measures assist in assessing the relationship between compensation and factors such as training that is required, job responsibility, intricacy of decision making and harmfullness of working conditions (Orpen, 1981; Walton, 1973).
2.5.2 **Safe and healthy working conditions**

Every organisation must provide working conditions that are physically and psychologically safe for its workers due to humanitarian requirements and or legal requirements. The work should not pose health hazards for employees, which would result in greater employee efficiency and productivity and also boost the employee morale and loyalty. Quality of work can not be high unless the work environment is free from all hazards detrimental to the health and safety of employees. The working conditions includes reasonable working hours, rest pause, cleanliness, pollution free atmosphere, risk free work etc., are the main elements of a good physical environment for work that ensure safety, minimize risk of illness and occupational diseases and special measures for protection of female workers.

It is widely accepted that employees should not be exposed to working conditions that can adversely affect their physical and mental health (Orpen, 1981). Consequently, the results of employer concern, union action, and legislation have promoted favorable working conditions through focus on noise, illumination, workspace, accident avoidance as well as the implementation of reasonable work hours and age limits for potential employees (Orpen, 1981; Walton, 1973). Like Walton (1973) and Orpen (1981), (Newell, 2002; Stein, (1983); Kerce & Booth-Kewley, (1993); Bertrand, (1992) and Harrison 2000), agree that safe and healthy work conditions have a significant impact on QWL.

2.5.3 **Immediate opportunity to use and develop human capacities.**

Walton (1973) asserts that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop his/her skills and competencies. In light of the above mentioned jobs should contain a number of features that would allow employees the opportunity to use and develop their human capacities and eventually experience QWL. These features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness. An organisation should provide employees with opportunities for personal development and growth and to prepare them to accept responsibilities at higher levels. This includes career planning, training, recognition, upgrading skills required for promotion and assigning challenging jobs with greater responsibilities that increase their ability and knowledge. Further, organisation should create positive effect on involvement, autonomy and motivation.
2.5.4 Future opportunity for continued growth and security

Here the emphasis is shifted from job to career advancement (Walton, 1973). Opportunity for personal growth includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means for career development or succession possibilities (Bertrand, 1992). QWL encompasses the career development practices used within the organisation such as placing clear expectations on employees on their expectations and succession plans. Careers arise from the interaction of individuals with organisations and society. Careers are not primarily a theoretical construct, but are used in meaningful ways given meaning it creates meaning and also experience. Careers are typically defined as a sequence of work roles (Morrison & Holzbach, 1980) or a sequence of a person’s work experiences over time (Arthur, Hall & Lawrence, 1989).

Meaningful and satisfying work is said to include: (1) an opportunity to exercise one’s talents and capacities, to face challenges and situations that require independent initiative and self direction (and which therefore is not boring and repetitive work); (2) an activity thought to be of worth by the individual involved; (3) work which one understands the role one’s activity plays in the achievement of some overall goal; and (4) pride in what one is doing and in doing it well. The work place should offer career opportunities for the development of new abilities, self improvement, expansion of existing skills and advancement on continuous basis. The work place should also offer adequate security/stability of job and income which is a high priority of the employees. The question of layoff is opposed tooth and nail by all cadres of employees in these days. Career tenure and total tenure in one’s occupation are positively related to career achievement (Judge & Bretz, 1994). Thus, having occupational tenure and international experience will positively predict career success. The level of accomplishment in their job and career should affect career achievement.

2.5.5 Social integration in the work organisation

According to Walton (1973) and Orpen (1981) the importance of social interaction is another determinant of QWL. Five factors, namely, supportiveness, tolerance, equality, mobility and identification are considered essential for these interactions to have beneficial outcomes for individuals. The work environment should
provide opportunities for integrating individual, social and organisational goals. The employees seek to preserve personal identity, self-esteem, recognition, openness, trust, sense of community and equitable treatment. Then only employees can offer their willing co-operation for united and joint enterprise.

2.5.6 Constitutionalism in the work organisation

It is not concerned so much with how people behave but rather with what rights they should enjoy. The criteria to be proposed are essentially concerned with the extent to which work organisations, acting either in response to trade union pressure or on their own initiatives, have set up formal procedures to protect the individual worker from arbitrary and capricious actions by employers (Orpen, 1981). Orpen includes equity which is the right of the individual to equitable treatment in all matters of the importance on the job, such as compensation, status, security and advancement. Free speech is another right which includes the right of the individual to disagree openly with the ideas and opinions of their superiors in the organisation without fear of reprisal or subsequent victimization (Orpen, 1981).

The organisation should offer respect and protect individual basic rights such as privacy, self-expression, freedom of speech, equal treatment, natural justice of employees only to the level of desirability otherwise it hampers the work. It implies that all individuals are entitled to expect to be treated in the same way as others, irrespective of the sex, race, religion or social class.

2.5.7 Work and total life space

It refers to the extent to which there is a balanced role of work in the employee’s other life spheres. This concept of a balanced role encompasses work schedules, career demands, and travel requirements that do not continually take up leisure and family time and advancement and promotion that do not require frequent travel, quick transfers. There should be proper balance between work life and personal life of employees. Family life and social life should not be strained by working hours including over time, work during inconvenient hours and transfers. The demand of work such as late hours, frequent travel, and quick transfers both psychologically and socially very costly.
2.5.8 Social relevance of work life

It is obvious that QWL is affected by all facets of the employee’s functioning in the organisation. Effective utilization of an employee and his or her satisfaction in the job are essential if a high QWL is to be maintained in an organisation. According to Knez-Riedl, Matjaz Mulej and Dyck (2006) the concept of corporate social responsibility (CSR) is not new. Socially responsible behavior includes a broad array of actions such as behaving ethically, supporting the work of nonprofit organisations, treating employees fairly, and minimizing damage to the environment (Mohr & Webb, 2005).

The organisation should provide relaxation time for the employees and offer tips to balance their personal and professional lives. The organisation should also have greater concern for social causes like pollution, consumer protection, national integration, employment etc., to improve the quality of work life.

The importance of this aspect of organisational life derives from the fact that employees who feel their organisation is acting in a socially responsible manner, in terms of such things as its products and services, will tend to value their work and careers more highly as a result, which in turn is likely to enhance the self-esteem and well-being (Orpen, 1981). Conversely, organisations which are seen to be acting in a socially irresponsible manner in the above mentioned respects will cause increasing numbers of their members to depreciate the value of their work and careers, with negative consequences for their self-esteem and well-being.

Ideally, quality of work life must have all 8 approaches to be fully implemented. If one approach is perceived to be missing, workers are psychologically deprived and motivation may be reduced. The above 8 approaches affect an employee’s psychological state which tends to improve performance, satisfaction, quality of work, reduces labor turnover and absenteeism.
2.6 Models of Quality of work life

The different models that relates to quality of work life are the integration model, the transfer model (or spillover effect), the compensation model, the segmentation model and the accommodation model.

2.6.1 The Integration model

As early as 1975, Seashore\textsuperscript{50} conceptualized quality of work life as being based on three levels of actors involved in the work environment, that is, the employee, the company and the community. This approach differs from the concept of quality of work life that had here to been reserved for employees at the bottom of the pyramid. According to this model, the domains constituting quality of work life differ from the perspective of the employee, the company and the community, which contributes to the confusion surrounding the construct (Sashkin & Burke, 1987).

Ten years later this integrative perspective considered quality of work life as a social movement with repercussions that extend beyond the strictly organisational framework (Kiernan & Knutson, 1990). Moreover, many authors have noted that workers
are becoming better educated and that they now consider work as a tool for personal growth and social support rather than merely a means of achieving financial independence (Kerce & Booth-Kewley, 1993). QWL therefore becomes an integral part of people’s overall quality of life (QOL). Kiernan and Knutson (1990) consider this model of QWL to be the most complex and the most contemporary developed to date.

### 2.6.2 Transfer model or Spillover effect

Job satisfaction affects other areas of life and vice versa (George & Brief, 1990). Kavanagh and Halpern (1977), Schmitt and Bedian (1982) and Kornhauser (1965) concluded that there is a positive correlation between work and areas of life outside of work. However, Staines (1980) adds certain nuances to this observation. Following an in-depth analysis of the research, he concludes that only certain spheres of work life are positively correlated with other spheres outside work. In support of this hypothesis, Rousseau (1978) claims that the transfer model does not apply to all kinds of jobs. Jobs with extreme characteristics (prolonged solitude, oppressive physical requirements, etc.) fit better with the compensation model. For their part, Leiter and Durup (1996) add that the spillover effect between job satisfaction and personal life may be either direct or indirect. A direct effect can be observed when an objective condition of either one’s working or personal life (change of workplace, arrival of a new baby, etc.) influences the environment without the individual’s subjective perception being involved. An indirect effect results from the individual’s perception of an objective condition as creating either stress or satisfaction.

### 2.6.3 The Compensation model

The compensation model assumes that when a person is not satisfied at work, they will try to correct this situation through stimulating activities outside work (Rousseau, 1978; Schmitt & Bedian, 1982; Schmitt & Mellon, 1980; Staines, 1980). Staines’ (1980) analysis tends to confirm the compensation model in certain circumstances and shows that certain spheres of work life correlate negatively with areas outside work. For example, workers who have physically demanding jobs generally tend to seek out non-tiring leisure activities so that they can recuperate better. The main criticism the various authors have concerning the compensation model is that, taken to the limit, this model
predicts an inverse relation between job satisfaction and satisfaction outside work (Martel & DuPuis, 2006).  

### 2.6.4 The Segmentation model

This model assumes that life at work and life outside work does not influence each other (Georges & Brief, 1990). Foucher, Savoie and Brunet (2003) add that the state that characterizes a person who makes this kind of segmentation may be qualified as psychological disengagement: in the face of the life or work domain that is divested. Martin and Schermerhon (1983) in their stressor-health path analysis model identified a similar relationship between job and life satisfaction. Martin and Schermerhon (1983) projected that a clear separation of job and life dimensions creates balance, whereas a spillover of work-related feelings detrimentally affects life satisfaction. Edwards and Rothbard (2000) described the uniqueness of work and non work demands and wrote that an active role is often required to maintain a separation between roles. The model developed by Martin and Schermerhon (1983) stressed the importance of boundary creation between these two roles in order to maintain equilibrium. Leakages can develop between role boundaries as responsibilities in one area spill over to others. When workers are unable to maintain balanced, separate role responsibilities between work and family, the likelihood for conflict between the two role areas increases. Research shows that spillover and stress can adversely affect mental health (Edwards & Rothbard, 2000).

### 2.6.5 The Accommodation model

The Accommodation model consists of voluntarily reducing one’s investment in one sphere of activity in order to more adequately respond to the demands of another (Lambert, 1990). This way of reconciling work life and life outside work is particularly common among mothers of young children. However, considering the importance recently given to ‘work life–family life’ conciliation, this model will probably be suitable for more and more categories of workers, either men or women. Loscocco and Roschelle (1991) mention that neither of he first three models described above have been universally accepted. Loscocco and Roschelle (1991) emphasize that the most solid support for any of the models comes from Schmitt and Bedian (1982), who confirm the existence of a relationship between job satisfaction and life satisfaction. However, the
results that Staines (1980) and Rosseau (1978) present qualify the adoption of any of the models and suggest that they should be applied based on the spheres and jobs studied. Along the same lines, Elizur and Shye (1990) attempted to define the relationship between general quality of life and quality of work life. In their efforts to clarify the situation, these researchers formulated a conceptual system in the shape of a cone, with quality of life at the base of the cone and quality of work life at the apex. Their results show that, in this model, job satisfaction, life satisfaction and perceived quality of work performance are located between the extremities of the cone. The authors interpret these results as follows: quality of work performance is affected by both quality of life and quality of work life. Thus, to evaluate the total impact of the role of work for an individual, it is important to consider the work aspects likely to influence their life away from work. Consequently for these authors, an activity designed to increase quality of work life or general quality of life may improve performance at work\textsuperscript{54}.

2.7 Objectives of Quality of work life

The objectives of quality of work life are

- To improve the working conditions for overall human development of workers.
- To create work culture that enhances involvement and commitment.
- To humanize the work place through job restructuring or job redesigning.
- To form quality circles so that the workers identify and solve problems related to the quality of work among themselves.
- To improve organisational productivity and profitability and to improve individual performance of every employee.
- To utilise and sharpen human resources effectively to develop quality products.

2.8 Principles of quality of work life

Harrick and Maccoby (1975) have identified four basic principles\textsuperscript{55} which summarizes the humanization of work and improve the QWL, the principles are:

- The Principle of Security
- The Principle of Equity
- The Principle of Individualization
- The Principle of Democracy
2.8.1 The Principle of Security

Principle of Security focuses on conditions where the employees are relieved of the anxiety, fear and loss of future employment. The working conditions must be safe and fear of economic want should be eliminated. Job security and safety against occupational hazards is an essential precondition of humanization of work.

2.8.2 The Principle of Equity

This principle requires that there is a just way of reevaluating the conditions of an employee. There should be a direct and positive relation between effort and reward. All types of discrimination between people doing similar work and with same level of performance must be eliminated. Equity also requires sharing the profits of the organisation according to the individual and group contribution.

2.8.3 The Principle of Individualization

It refers to the environment in which employees are encouraged to develop themselves to their almost competence, a system of work that facilitates boosting individual potential. A greater authority and autonomy in deciding their own pace of activity and design of operations.

2.8.4 The Principle of Democracy

This means the greater authority and responsibility to employees. Meaningful participation in the decision making process improves the quality of work life.

2.9 Elements of Quality work life

The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasise development of employee skills, the reduction of occupational stress and the development of more cooperative labor-management relations.
2.9.1 Supportive Organisational Culture and Climate
The organisational culture is a pattern of shared values and beliefs that provides organisational members meaning and rules of behavior. It has been viewed as an intangible but real and important factor in determining the organisational climate, when the organisational culture in terms of the beliefs and values are practiced by an organisation is clear that how it values human assets, it will lead to high morale, productivity and greater sense of appreciation, and finally, to high QWL. The workplace climate can also provide conditions and relationships that increase wellbeing and mental health, through greater autonomy on the job, social support from colleagues and greater income.

2.9.2 Job enrichment and Job enlargement
It refers to the process of making jobs more interesting and satisfying, adding to that sense of achievement, increasing responsibility and providing opportunities for advancement and growth so that it satisfies the higher level needs.
Job enlargement as a concept deals with expansion of the job contents by allowing Employees inspect their work, affect minor repairs on the work and equipment and select their own work methods or ‘set-ups’. These refer as to vertical enlargement.’ Another is ‘horizontal enlargement’ under this scheme one simply adds a larger numbers of some what similar tasks to the present job.

2.9.3 Safe and healthy working conditions

Every organisation must provide working conditions that are physically and psychologically safe for its workers due to humanitarian requirements and or legal requirements. The work should not pose health hazards for employees. The working conditions includes reasonable working hours, rest pause, cleanliness, pollution free atmosphere, risk free work etc., are the main elements of a good physical environment for work that ensure safety, minimize risk of illness and occupational diseases and special measures for protection of female workers.

2.10 Specific issues of Quality work life

Trade unions claim that they are responsible for improvement in various facilities to workers whereas management takes credit for improved salaries, benefits and facilities. However, human resource managers has identified specific issues in quality of work life besides normal wages, salaries, fringe benefits etc., and takes lead in providing them so as to maintain higher order quality of work life. Klott, Mundick and Schuster suggested eleven major qualities of work life issues.

2.10.1 Pay and stability of employment

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

2.10.2 Occupational stress

Stress is a condition of strain on one’s emotions, thought process and physical condition. Stress is determined by the nature of work, working conditions, working hours, and pause in the work schedule, workers abilities and nature and match with the job
requirements. Stress is caused due to irritability, hyper excitation or depression, unstable behavior, fatigue, stuttering, trembling, psychometric pains, heavy smoking and drug abuse. Stress adversely affects employee’s productivity. The human resource manager in order to minimize the stress has to identify, prevent and tackle the problem. He may arrange the treatment of the problem with the health unit of the company.

2.10.3 Organisational health programmes

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

2.10.4 Alternative work schedules

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

2.10.5 Participative management and control of work

Trade unions and workers believe that workers participation in management and decision making improves quality of work life. Workers also feel that they have control over their work, use their skills and make a real contribution to the job if they are allowed to participate in the creative and decision making process.

2.10.6 Recognition

Recognizing the employee as a human being rather than as a laborer increases the quality of work life. Participative management, awarding the reward system, congratulating the employees for their achievement, job enrichment, offering prestigious designations to the jobs, providing well-furnished and decent work places, offering membership in clubs or associations, providing vehicles, offering vacation trips are some means to recognize the employees.
2.10.7 **Congenial worker-supervisor relations**

Harmonious supervisor-worker relations give the worker a sense of social association, belongingness, achievement of work results etc. This in turn leads to better quality of work life.

2.10.8 **Grievance procedure**

Workers have a sense of fair treatment when the company gives them the opportunity to ventilate their grievances and represent their case succinctly rather than setting the problems arbitrarily.

2.10.9 **Adequacy of resources**

Resources should match with stated objectives; otherwise, employees will not be able to attain the objectives. This results in employee dissatisfaction and lower quality of work life.

2.10.10 **Seniority and merit in promotions**

Seniority is generally taken as the basis for promotion in case of operating employees. Merit is considered as the basis for advancement for managerial people whereas seniority cum merit is preferred for promotion of ministerial employees. The promotional policies and activities should be fair and just in order to ensure higher quality of work life.

2.10.11 **Employment on permanent basis**

Employment of workers on casual, temporary, probationary basis gives them a sense of insecurity. On the other hand, employment on permanent basis gives them security and leads to higher order quality of work life.

2.11 **Benefits of quality of work life**

Quality of work life programme when adopted and executed effectively will result in following benefits\textsuperscript{57}

2.11.1 **Organisational benefits from QWL**

- **Productivity and performance:** Quality of work life programme like flex work schedules, alternative work schedule part time appointments, compressed work week etc reduces labor turnover and work place tardiness. Quality of work life programme also improves employee morale, job satisfaction and commitment to the organisational goals as their personal work priorities are supported by the
management, thus QWL programs ensure that the employees are more committed towards their job and perform well on jobs which in turn enhances organisational Productivity and performance.

- **Absenteeism and turnover:** People who are highly involved in their jobs are less likely to quit their jobs or be absent (Kerce & Booth-Kewley, 1993). Motivation and satisfaction of needs have consistently been shown to be associated with job involvement and organisational commitment as well as attendance and low turnover (Kerce & Booth-Kewley, 1993). Attendance has also been found to be related to the degree of congruence between workers’ needs and the characteristics of the jobs (Furnham, 1991). QWL programs improve the physical and psychological health of the employees, thereby bringing down the absenteeism rate.

- **Stress and its impact on QWL:** Instability of employment, rapid change of demands and intensification of work pressure are widely prevalent consequences of economic globalization and technological change leads to stressful experience at work can adversely affect physical and mental health. So measures of QWL to help the employees relieve from the stress and enhances the employee satisfaction. Employees can balance their work life and personal life better this results in stress reduction.

2.11.2 **Individual benefits from QWL**

QWL programs help the employees to balance their work life and personal life better. Individual benefits from improved QWL are as below

- **Work climate:** QWL implies that the work conditions are favorable and that management caters for all the needs of the people. The workplace can also provide conditions and relationships that increase wellbeing and mental health, through greater autonomy on the job, social support from colleagues and greater income (Greenhaus & Powell, 2006).

- **Positive attitudes:** Employees who enjoy their work and feel happy make a very positive judgment about their quality of work life. This enjoyment and or happiness, is the outcome of cognitive and affective evaluations of the flow experience (Diener, 2000). When employees are intrinsically motivated, they will
continuously be interested in the work they are involved in, therefore being fascinated by the tasks they perform.

- **Self-actualization:** According to Maslow (1954), is the desire to become more and more from what one is to anything that one is capable of becoming, thus QWL programs ensures the opportunity for the employees to develop by providing career development skills, promotion and career progress which intern contribute significantly to subjective well-being.

2.12 **Techniques of improving quality of work life**

National Productivity Council pointed out and suggested innovative programmes to improve the quality of work life of employees. The programs are discussed below.

- **Job redesign**: It includes job enrichment, job rotation and job enlargement. Jobs are redesigned with a view to enriching them to satisfy higher order needs as well as basic needs of workers. Job rotation is an effective way to develop multiple skills in employees which benefits the organisation while creating greater job interest and career options for the employees.

- **Self-managed work teams (SMWTs):** This is a type of employee participation where some employees’ forms a group are given the freedom to recruit the team members, select the team leaders etc. They also have decision making power on production methods, task distribution and designing work schedules.

- **Flex time:** The traditional fixed working hours schedule is not always the most efficient and productive for organisations. When employees are given freedom to select their own work schedules, the quality and productivity of their work increases automatically. The primary objective of the flex time schedule is to complete the work by the deadline.

- **Alternative work schedule:** The employees work for a certain number of hours everyday, though the schedule differs from the traditional work schedule.

- **Effective leadership and supervisory behavior:** Supervisor behavior influences quality of work life directly or indirectly as he plays a key role in the administration of career and reward systems and is also in a position to foster the development of social systems.
f. **Job security:** Employer should in still in the worker the feeling of trust and confidence towards job security by creating suitable channels and systems so that worker need not engage their attention on job security.

g. **Organisational justice:** The principle of justice fair and equity should be taken care of in disciplinary procedures, grievance handling procedures, promotions, transfers, demotions and work assignments.

h. **Socio-technical system:** This involves redesigning the work place not only technologically but also physically with human considerations for the workforce. This may result in more radical changes in work environment.

The implementations of the above strategies results in improved satisfaction and productivity as employees enjoy a conducive work environment and find it easier to balance their personal and professional lives.

### 2.13 QWL in India

The Quality of Work Life (QWL) apart from ensuring fair pay, the fair treatment of employees and safe working conditions, many companies respond to specific employee needs. In India, some of the companies that emphasize the quality of work life are Hewlett-Packard, Smith Kline, American Express, Colgate Palmolive, Gillette, Dr. Reddy’s Laboratories, Reliance and Maruti Udyog Limited. HP allows flexible working arrangements for its employees and follows certain innovative practices such as allowing employees to avail leave for special occasions (marriage, exam preparation, adoption of a child, bereavement in the family, and paternity). QWL in India has emerged as a movement; following are the factors that led to the QWL movement in our country:

1. Changing profile of the Indian worker from and illiterate, rural, low caste individual to educated, urban and essentially belonging to upper strata of caste structure has made him/her more concern for own hopes and aspirations.

2. That worker is not just like other factors of production such as, machinery, land, and capital but a human being with feelings and emotions, has made organisation s behave with workers accordingly. The establishment of a separate Ministry of Human Resource Development by the Government of India is a testimony to such realization.
SUMMARY

In this chapter the focus was on the introduction to the concept of quality of work life, origin and development of the concept, the meaning, definitions, determinants or factors affecting, different models that relates to quality of work life, objectives, principles, issues and benefits associated with quality of work life from both an organisational and an individual perspective and techniques of improving quality of work life. It was emphasized that organisations must improve their employees’ work environment if their quality of work life is to be improved. QWL programs must be instituted in companies not only to enhance productivity, but also to increase employee identification and a sense of belonging and pride in their work. To survive in the competitive era many companies are using various quality of work life programs like flexi work schedules, flexi time, autonomous or self managed work teams, quality circles to be more productive. It has been suggested that one can determine the success of any organisation based on the satisfaction level of employees employed, their performance and productivity and also by knowing how successful the company in implementing quality of work life programs. Security, equality, democracy and individualization of the principles on which the quality of work life revolves. Quality of work life if exists in the organisation it will invariably pave the way for stability of employment, arresting of the occupational stress, participation of management, proactive bargaining, good recognition and good reward for the good work, interpersonal relationship, mechanism to redress the grievances, career planning and development and safety management which are considered to be the tangible benefits of the quality of work life. Besides, employee motivation, morale and attitude would also be invisible support to the organisation.
REFERENCES


