

## CHAPTER – III

### QUALITY OF WORK LIFE – AN OVERVIEW

#### 3.1 ORIGIN AND EVOLUTION OF QUALITY OF WORK LIFE

"Quality of Work Life" (QWL) is a term that had been used to describe the broader job-related experience an individual acquires in the workplace. The term quality of work life appeared in Research journals and press in USA only in 1970s. It refers to the favorable or unfavorable aspect of a job environment for people working in an organization. The term 'Quality of Work Life' refers to the favorableness or un-favorableness of a total job environment for people. The basic purpose is to develop job and working conditions that are conducive for people as well as for the economic health of the organization. A Quality of Work Life program includes items such as open communication, equitable reward systems, a concern for employee job security and satisfying careers, and participation in decision making. Early QWL efforts focused on job environment, later programs emphasized development of employee skills, reduction of occupational stress, and the development of more cooperative labor-management relations.

##### 3.1.1 Humanization of work:

The terms 'humanization of work', 'quality of work life' 'industrial democracy' and 'participative work' are synonymously used for the same concept. The center of these concepts is the value of treating the employee as a human being and emphasizing his development and involvement in work decisions. The Quality of Work Life seeks to provide a more humanized work environment. It strives to serve not only the basic needs of workers but also their higher order needs. QWL attempts to use the higher skills

of workers and create an environment that induces them to enhance their skills. It emphasizes the development of human resources of the organization and not simply uses them.

The QWL program emphasizes on the reduction of excessively negative conditions and workers' undue stress so that humanness is not threatened. It should increase workers' abilities so that they are able to play their different roles in society better. Work environment should be able to make effective contribution to general social advancement. Herrick and Macoby identified four basic principles that attempt to humanize the work. These principles are as follows:

### **3.1.2 Equity:**

The principle of equity needs that there is a just way of evaluating the conditions of an employee. If work has to be humanized, equity also requires sharing in the profits of the organization according to the individual contribution.

### **3.1.3 The Principle of Security:**

Humanization of work implies freedom from anxiety, fear and loss of employment. The working conditions should be safe and there should be no fear of economic loss. This will ensure utmost development of skills and ideas.

### **3.1.4 Individuation:**

The principle of individuation refers to the work environment in which employees are encouraged to develop themselves to their fullest potential, a system of work which facilitates the

fullest possible development of individual potential. This requires the availability of freedom and autonomy in deciding their own pace of activity and design of operations. :

### **3.1.5 The Principle of Democracy:**

Democracy implies greater authority and responsibility vested into the workforce. Increasing controls, over-supervision and high degree of institutionalization inhibit humanization of work. Participation in decision-making also guarantees the 'right to citizenship'. Some thinkers say betterment in working conditions would lead to better quality of work life, while other regards a fair compensation and job security to have a better quality of life.

### **3.2 Contents of quality of work life**

Walton describes eight principles that constitute the quality of work life

Adequate and fair compensation;

Safe and healthy working conditions;

Immediate opportunity to use and develop human capacities;

Opportunity for continued growth and security;

Social integration in the work organization;

Governance in the work organization;

Work and the total life span;

The social relevance of work life.

Lehrer describes QWL as a process of labor-management collaboration. The joint activities to improve the QWL are frequently based on assumptions that workers should have greater participation in decisions which influence them at the work place. It is desirable and sufficient goal by itself particularly with union-management joint efforts. Performance and productivity are secondary and are assumed to take care of themselves once the QWL issues are adequately dealt with. In a summarized form, QWL is related to (a) job satisfaction, humanizing work or individualizing the organization; (b) organizational development programs. There are two types of determinants of the QWL: (a) those which influence the importance of a particular need to an individual, and (b) those which satisfy or frustrate that need. Thus QWL is determined by the interaction of personal and situational factors. It implies that the basic strategy for improving the QWL is first to identify and then try to satisfy people's important needs through their experience in their work environments. It involves both personal and external aspects of work-related rewards, work experiences and work-environment.

### **3.3 Job Enrichment:**

The efforts to change the scope of people's jobs in trying to motivate them created an interest in the quality of work life. Job scope has two dimensions- breadth and depth. Job breadth is the number of different tasks an individual is directly responsible for ranging from one task performed repetitively to several tasks. Employees with narrow job breadth are given a wider variety of duties in order to reduce their monotony, this process is called job enlargement. These additional tasks require less time to perform. Another way to enlarge job breadth is job rotation, which involves periodic assignment of an employee to diverse sorts of job activities. Job rotation is an effective approach to develop multiple skills in employees which benefits the organization while creating greater job interest for the employee. The approach to add additional motivators to a job to make it more rewarding is known as job enrichment. This approach is based on Frederick Herzberg's studies indicating that the most effective

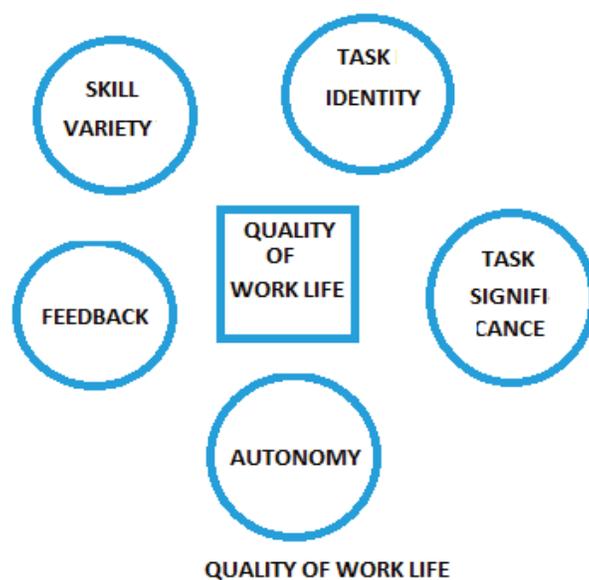
way to motivate workers was by focusing on higher-order needs. Job enrichment seeks to add depth to a job by giving workers more control, responsibility, and discretion over how their job is performed. The difference between job enlargement and job enrichment is obvious. While job enrichment focuses on satisfying higher-order needs, job enlargement focuses on adding additional tasks to the worker's job for greater variety. We can blend the two approaches together by expanding the number of tasks and adding more motivators for a two-pronged attempt to improve quality of work life.

### **3.4 Strengths of job enrichment**

It enriches the role of an individual that encourages growth and self-actualization. The job is designed in such a way that encourages intrinsic motivation. Increased motivation improves performance by providing both a more human and a more productive job. It reduces negative effects such as labor turnover, absenteeism, grievances and reduces idle time. Society benefits from the more effectively functioning person as well as from better job performance. Thus job enrichment occurs when the work adds more challenge, achievement, opportunity for growth, responsibility and provides feedback, and recognition. However, employees themselves are the best judges to decide the factors that enrich their jobs. Management can just collect the information about the factors that tend to enrich job, bring about those factors in the job system, and then find out whether employees feel that their jobs are enriched. Management, therefore, must give equal attention to the motivational factors as well as maintenance factors. While increasing the motivational factors, maintenance factors need either to be kept constant or higher. In case maintenance factors are not paid adequate attention and there is a decline in them, the employees will not response positively to the enrichment program because inadequate maintenance factors cause distraction.

### 3.5 Core dimensions of job Enrichment

The job characteristics approach to enrichment identifies five core dimensions of job enrichment as show in Fig.1.



In an ideal sense, a job might have all five dimensions to be fully enriched. If one of the dimensions is absent, workers are psychologically deprived and motivation may be reduced. These core dimensions influence an employee's psychological state that tends to improve performance, satisfaction and quality of work and reduces turnover and absenteeism. Their effect on quality of work is less dependable. Many managerial and white-collar jobs, as well as blue-collar jobs, often do not possess in some core dimensions. Different employees react to these core dimensions differently, the typical

employee find them to be basic for internal motivation.

### **3.5.1 Skill Variety:**

Skill variety permits employees to perform different operations that often require different skills. Jobs that are perceived high in variety are seen by employees as more challenging because of the range of skills involved and relieve monotony that develops from any repetitive activity. Variety gives employees a greater sense of competence, because they can perform different kinds of work in different ways.

### **3.5.2 Task Identity**

Task identity allows employees to perform a complete piece of the work. When tasks are broadened to produce a whole product, then task identity has been established.

### **3.5.3 Task Significance:**

Task significance refers to the amount of impact, as the worker perceives, that the work has on other people. The impact can be on others in the work organization, as when the worker performs a key step in the work process, or on those outside the firm. Task significance denotes that workers should believe they are doing something important in their organization and/or society.

### **3.5.4 Autonomy:**

Job autonomy gives employees some discretion and control over job-related decisions. Job autonomy seems to be fundamental in building a sense of responsibility in workers. Although they are willing to work within the broad constraints of an organization, they also insist on a degree of freedom. MBO (Management By Objectives) is one way of establishing more autonomy because it provides a

greater role for workers in establishing their own goals and pursuing plans to achieve them.

#### **3.5.5 Feedback:**

Feedback refers to information that assess workers based on their performance. Feedback can directly come from the job itself or management and other employees can give it. The concept of feedback is of much significance to people at work. Since they are spending a substantial part of their lives in their work, they wish to know how well they are performing. The feedback also enables employees to adjust their performance, if there are any deviations. Workers must receive complete job feedback, both positive and negative. If they received only negative feedback, it may be de-motivating.

#### **3.5.6 Job Rotation:**

Job rotation can be either horizontal or vertical. Vertical rotation is nothing more than promoting a worker into a new position. Job rotation represents an excellent method for broadening the manager and for turning specialists into generalists. In addition to increasing the employee's experience and allowing him to absorb new information, it can reduce boredom and stimulate the development of new ideas. Job rotation offers a potential for dealing with the problem of general worker dissatisfaction caused by over-structuring. It allows the employees to diversify their activities and offset the occurrence of boredom. Job rotation can renew enthusiasm for learning and motivate workers to higher performance. This is particularly useful to plateau employees as it provides them an opportunity to prove themselves.

### **3.6 Benefits and Difficulties of QWL**

In general, the benefits of the QWL include: healthier, satisfied and productive employees; Efficient, adaptive and profitable organizations. More positive feelings towards one's self (greater self-

esteem); More positive feelings towards one's job (improved job satisfaction and involvement); More positive feelings towards the organization (stronger commitment to the organization's goals); Improved physical and psychological health; Greater growth and development of the individual as a person and as a productive member of the organization; Decreased absenteeism and turnover and fewer accidents; Higher quality and quantity of output of goods and services.

### **3.7 Difficulties of Quality of Work Life**

Despite many advantages QWL programs also has several challenges: Both union and management open themselves to substantial risks. The union may perceive joint activities as a means by which it intends to 'do them in'. The management may perceive joint activities as an intention of diluting its ability to manage and a means by which the union will acquire more power. The middle management may find it difficult to believe the benefits of QWL and may perceive that the management is 'becoming soft and giving in to union dominance'. Whether initiated at the instance of the management or the union, or a third party, QWL programs have been successful in varied settings and a number of ways.

### **3.8 Strategies for improving QWL :**

QWL is the shared responsibility, not only of the management and workers but also of the union leaders, government officials and behavioral scientists. Hackman and Suttle outline six strategies which can be used for improving QWL in organizations. These strategies include: The development of careers and career paths,

work design, organizational reward systems, design and maintenance of group and inter-group relationships, managerial practices, and internal and external strategies for change.

### **3.8.1 Career and Career Path:**

Career refers to a sequence of positions occupied by an individual during the course of a lifetime. Exploration, establishment, mid-career, and later career are the four stages in an individual's career. The process of development of careers and career paths forms a means to improve, or at least, sustain employees' productivity and prepare them for changing work situations in the organizational setting. It involves issues like career counseling, charting career paths, career information systems, human resource planning, periodic skill assessment, training and help for disadvantaged groups. Three conditions are required for effective performance of activities concerning to development of career paths of employees in organizations: Coordination of these activities with other activities in HR management; active involvement of line supervisors in designing and implementing them; and provision for equal access to the benefit of all employees.

### **3.8.2 Work Design:**

Work design influences employee satisfaction, motivation and productivity. In order to improve quality of work life, work design must consider factors that moderate employees' reactions to their work. These factors relate to individual differences and inter-personal and organizational factors. As there is no universally good work design, there are varied job-design options to improve QWL. Depending upon situational requirements, management may choose the relevant strategies for specific design alternatives. Whatever work design options management uses, the strategies for planned personal and organizational change seem to be relevant for effective introduction of QWL through work redesign in organizational settings:

1. Diffusing knowledge about work-redesign theory and practice
2. Disseminating work-redesign innovations;

3. Paying more attention to the jobs of first level managers;
4. Paying more attention to the role of unions in work-redesign efforts.

### **3.8.3 Reward Systems:**

The reward systems motivate employees in organizations.

Workers look for the reward in terms of increase in salary, benefits, desirable job assignments etc. which organizations can control. These organizational rewards may be direct or indirect, financial or non-financial and distributed on individual or group basis. Whatever the type of rewards, they influence every other aspect of the organization and must be used as an integral part of any program of organization change.

### **3.8.4 Design and maintenance of group and inter-group relationship:**

There exists group dynamics in formal and informal situations. In conjunction with different characteristics of intra-group behavior there are systematic characteristics of inter-group relationships in organizations. There arises a complex set of behaviors, emotions, attitudes and beliefs when groups tend to have interdependent relationships. As a strategy to improve QWL, efforts may be made to take into account the dynamics of intra-group and inter-group relations in designing and maintaining them in organizations. Different behavioral science interventions can be applied to reduce the destructive effects of inter-groups conflict and improve QWL. These interventions aim to increase communications and interactions between work-related groups, reduce the amount of dysfunctional competition and replace a parochial, independent point of view with an awareness of the necessity for interdependence of action calling on the best efforts of these groups.

### **3.8.5 Managerial practices:**

The prevailing management practices in an organization influence the quality of work life in it. Specifically, the role of supervision and management is of utmost significance in improving the QWL. The supervisor influences employees' productive behavior through his treatment of the individuals and his influence on the design of jobs and the management influences through the reward systems and the development of team work.

### 3.8.6 Internal and external strategies for change:

A set of internal and external strategies are used to introduce five strategies aimed at improvement of QWL in an organization. There is need to make a number of choices between centralized and de-centralized strategies, power-based and collaborative strategies, fast and slow-paced strategies, and individual and structure oriented strategies. Often, three general strategies are used to introduce QWL programs. Strategies arising internally in the organization, such as OD, or management and union strategies; Strategies originating with political and special interest groups, such as community action approaches, Societal level strategies, such as use of legislation involving

A good quality of work life program will encompass practices in different areas:

1. Human beings work for their livelihood. Therefore, success of rest of the initiatives lies upon fulfilment of life. However, compensation offered must be adequate enough and proportionate to labour, and there should be inter-consistency among salaries of employees.
2. Unsafe and hazardous working situations cause problems to both employers and employees. There may be little benefit to the employers in short-term. However, in medium-and long terms, it adversely affects the productivity. Therefore, appropriate investment must be made to make sure safe and healthy working conditions.
3. The jobs have become routine, too specialized and disinterested depriving the employees of fulfilment and satisfaction. Therefore, efforts must be made to enhance the autonomy and exposure to multiple skills.
4. The organization must lay meaningful career paths and career mapping of employees. The provision of advancement opportunities plays a central role in Quality of work life
5. There must be social integration in the work organization. Relationships between and among the employees indicates healthy work organization. Opportunities must be provided for formal

and informal interactions. People of all classes, religions, races, crafts, and designations must be treated equally on a social forum i.e. to create an egalitarian environment.

6. Organizational norms affecting the freedom of an individual employee relates to constitutionalism in the work organization. Efforts must be made to see that right norms are established in the organization. Norms must be such as they must accommodate the privacy of an individual employee, freedom of speech and freedom to express opinion on some aspect.
7. Employees should not be allowed to continuously devote themselves to work. The continuous hard work creates psychological and physical strains. Therefore, there must be a balance between personal and professional life. Organization must create proper work off to enrich the life of employees.
8. The work life must remain relevant to social life. Employees must be given the perspective of how their work in the organization helps the society.

### **3.9 Eight best practices of quality of work life**

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

### **3.9.1. Adequate and fair compensation:**

The committee on fair wages defines wages as the wage which is above the living wage.

### **3.9.2. Safe and healthy working conditions:**

Most of the organizations provide safe and healthy working conditions.

### **3.9.3 Opportunity to use and develop human capacities:**

The worker can exercise more control over his or her work, QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities.

### **3.9.4. Opportunity for career growth:**

Opportunities for promotions are limited for the employees due to either educational barriers or due to limited opening at the higher level. QWL provides opportunity for continued growth and security and by expanding employees' knowledge and qualifications.

### **3.9.5. Social integration in the work place:**

It can be established by creating freedom from prejudice, supporting primary work groups, a sense of community and inter personal open legalitarianism and upward mobility.

### **3.9.6. Constitutionalism in the work organizations:**

Constitutionalism protection is provided to employees on such matters as privacy, free speech, equity and due process.

### **3.9.7. Work and quality of life:**

QWL provides for the balanced relationship among work, non-work and family life should not be strained by working hours, including business travel, transfers, vacations etc.

### **3.9.8. Social Relevance of work:**

QWL is concerned about the establishment of social relevance to work in a socially beneficial banner. Further suggested that QWL was associated with:-

- Satisfaction of wages
- Working Hours and working conditions
- Safe working environment
- Equitable wages
- Equal employment opportunities
- Opportunities for advancement

## **3.10 FACTORS INFLUENCING THE QUALITY OF WORK LIFE**

The following are the factors are influencing the quality of work life of the employees.

1. Attitude
2. Environment
3. Opportunities
4. Nature of Job
5. People

6. Stress Level
7. Career Prospects
8. Challenges
9. Growth and Development
10. Risk Involved and Reward

### **3.10.1 Attitude:**

The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.

### **3.10.2 Environment:**

The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

### **3.10.3 Opportunities:**

Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

### **3.10.4 Nature of Job:**

For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, tram engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

### **3.10.5 People:**

Almost everyone has to deal with three set of people in the work place. Those are the boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters,

politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

### **3.10.6 Stress Level:**

All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and emotional stress cause more damage than physical stress.

### **3.10.7 Career Prospects:**

Every job should offer room for career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the management, appreciations are the motivating factors for anyone to take keen involvement in his job. The work atmosphere should be conducive to achieve organizational goals as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

### **3.10.8 Challenges:**

The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and

uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

### **3.10.9 Growth and Development:**

If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

### **3.10.10 Risk Involved and Reward:**

Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; All said and done, reward is a key criteria to lure a prospective worker to accept the offer.

## **3.11 QUALITY OF WORK LIFE AND EMPLOYEES SATISFACTION**

Employee satisfaction is a very important aspect for any organization in order to ensure its effective functioning. In today's competitive world we see organizations spending lot of time and money on employee satisfaction in an effort to improve productivity, increase customer satisfaction, and also to help the organization needs. Executives should maintain a satisfied work force, hence the employee satisfaction and QWL directly effects the company ability to properly serve its customers and if it is not measured. It cannot be effectively improved and maintained.

Dissatisfaction with working life is a problem, which affects all workers at one time or another. Hence the sustained vitality and profitability of the organization is clearly linked to the satisfaction of its work force. All the employees mostly feel they are working harder, faster and longer hours than even before and hence employees are attempting to determine what kind of investments in staff really payoff, and if there is no balance the stress of the employee leads to lack of commitment to the corporation, poor productivity and even leaving the company. The problem of the employees can be solved by many methods employer should try to address the employee turnover and job satisfaction issues. The issue must be first determined in order to take effective action plan towards employees satisfaction.

Some companies take or implement by convinced focus groups and conducted employee satisfaction survey to find out their employees feel to determine what they can do to make their employee happy. Employers have found beneficial to allow work assignment for their employees. This is another way to improve employee productivity and morale.

Quality of work life to improve and eliminate job stress, employers can also make efforts to the aware of the workload and job demands, employer need to examine employee training, communication, reward system, coworker relationship and work environment. If the employees are given freedom to choose their own work schedules; quality and productivity of the work increases. Because of this opportunity given to the employee will also bring to the responsibility for finishing work within specified time. Non- financial rewards often have more impact than finance reorganization in attaining job satisfaction rewarding the employees is important. Job satisfaction can be improved by the recognizing the employees performance through providing other works, benefits, and non-financial rewards. Job satisfaction is a motivator in work

endeavors, and QWL is a key indicator of the overall quality of human experience in the work place. QWL expresses a clear way of thinking about people, their work, and other organization in which their career are fulfilled. QWL establishes a clear objective that high performance can be achieved with high job satisfaction. Unclear targets and objectives and poor communications can contribute to dissatisfaction and eventually lead to poor work performance.

### **3.12. SPECIFIC ISSUES IN QUALITY OF WORK LIFE**

Besides normal wages, salaries, fringe benefits etc., the specific issues are being identified by the human resource managers on regular basis. Following issues are highly relevant and determine the Quality of Work Life in any organization; **3.12.1 Pay and stability of employment:**

Good pay dominates most of the factors in employee satisfaction. Alternative means of providing wages should be developed to increase the cost of living index, professional tax etc.

#### **3.12.2 Occupational stress:**

It is a condition of strain on employees' emotions. Stress is caused due to irritability, hyper excitation or depression, unstable behavior, fatigue, stirring heavy smoking or drug abuse.

#### **3.12.3 Organizational health Programmes:**

Its helps to aim at creating awareness on health programmes, means of maintaining and improving of health.

#### **3.12.4 Alternative work schedule:**

It includes flexible times, work at home, staggered hours, reduce work hours, part time employment.

#### **3.12.5 Participative management and control of work:**

The trade unions and workers believe that workers participation in management and decision-making improves QWL.

#### **3.12.6 Recognition:**

Rewarding system, congratulating the employees for their achievement, job enrichment, offering membership in clubs or association, vehicles, etc recognizes the merit of the employees.

#### **3.12.7 Congenial worker-supervisor relations:**

This gives the worker a sense of social association, belongingness, achievement of work results etc.

#### **3.12.8 Grievance procedure:**

Employees will have a fair treatment when the company gives them the opportunity to ventilate their grievances and present their case sincerely rather than settling the problem arbitrarily.

#### **3.12.9 Adequacy of resources:**

Resources should match with stated objectives; otherwise, employees will not be able to attain the objectives.

#### **3.12.10 Seniority and meriting promotions:**

Seniority is considered as basis for promotion. Merit is considered as the basis for advancement for managerial people.

#### **3.12.11 Employment on permanent basis:**

It gives security and leads to higher order QWL. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents. From the above theoretical concepts of the Quality of Work Life it is understood that the QWL is important for the productivity of any organisation. Hence, the employers of the organisation should give more importance to their employees' work life service sectors in particular.

### **3.13 Summary**

This chapter describes the evolution, growth, contents, benefits and eight best practices of quality of work life. Further difference between the quality of work life and other related terms are explained in detail. The quality of work life term is general and it varies according to the nature of job and for service sector in particular. The following chapter analyses the socio economic profile of the selected respondents and factors influencing the quality of work life of the college teachers.

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