CHAPTER – II

QUALITY OF WORK LIFE AND JOB SATISFACTION

A FRAMEWORK

A overview of the writing and idea is introduced in this area with a perspective to draw out the applied, hypothetical and observational advancement of the variables and their evaluation.

2.1 QUALITY OF WORK LIFE (QWL)

2.1.1 INTRODUCTION

The total life space of individuals can be characterized into three: family life, working life and social life. These three divisions of human life are interrelated and interconnected. Disappointments of any maybe a couple influence the nature of alternate/others badly, So, the total personal satisfaction of the general population relies on upon the nature of family life, work life and social life. With a specific end goal to enhance the total personal satisfaction of the general population, a balance between family life, work life and social life is crucial.

The monetary advancement of a country lies on the change of the personal satisfaction of its citizens. All monetary exercises are straightforwardly or in a roundabout way gone for accomplishing better personal satisfaction. Individuals invest significant piece of their energy in some financial exercises viz. agribusiness, industry, mining, fishing and so on. The effectiveness of every movement relies on upon the Quality of Work Life of the general population.
The Quality of Work Life has an imperative bearing on the total quality of the general population's life. A high quality of Work Life prompts a high quality of life of the general population and the other way around. Along these lines Quality of Work Life has been considered as a methods and in the meantime an end in itself. It is an end on the grounds that the total personal satisfaction can be accomplished just through the Quality of Work Life.

Morale alludes to a sentiment excitement, energy, trust in individual or gatherings that they will have the capacity to adapt to the undertakings appointed to them. A person's eagerness for his occupation mirrors his state of mind to work, environment and to his employer, and his readiness to make progress toward the objectives set for him by the organisation in which he is employed. Morale influences yield, the nature of an item, costs, cooperation, excitement, order, activity and different elements of accomplishment. It influences a employee's or a gathering's readiness to work and co-work with the best enthusiasm of the people or amasses and the associations for which they work. A standout amongst the most fascinating ways to deal with enhance the assurance of the workers is enhancing the Quality of Work Life.

2.1.2 THE CONCEPT OF QUALITY OF WORK LIFE

Quality of Work Life is not just worried with money related angles that a modern employee concerns about additionally with states of business, interpersonal clashes, part clashes, work weight, absence of flexibility of work and nonattendance of testing work and so forth. Employees anticipate the helpful and suitable working conditions and great terms
of employment. Thusly profitability and proficiency of an organisation to a great extent rely on the Quality of Work Life gave by the organisation.

As indicated by Ranganayakulu the term Quality of Work Life signifies, "the favourableness or unforgettableness of a vocation situation for an organisation's employee" and the term Quality of Work Life signifies, "programs speaking to a frameworks way to deal with occupation outline and employment enhancement which will make work all the more fascinating and testing. Projects are nearly connected with the socio-specialized frameworks approach"

Rosow clarifies the significance of work more in detail and relates it to achievement and disappointment of a man in his society. As per him "Work is the center of life considering the more profound significance of work to be individual and to life's qualities: work means being a decent provider; it implies self-sufficiency; it plays off in achievement, and it builds up confidence or self-esteem. Inside this casing work the person who straightforwardly admits dynamic occupation fulfillment is essentially conceding disappointment as human, a disappointment in satisfying his ethical part in the society"

Richard Walton who had taken up broad research on Quality of Work Life made noteworthy commitment for the conceptualization of the term Quality of Work Life. Actually, measuring the Quality of Work Life has turned out to be simple and practicable with the elements/components that he proposed. As indicated by Walton, "Quality of Work Life is the work culture that serves as the foundation"

The American Society for Training and Development named a team on the QWL in 1979. The team characterized Quality of Work Life as, "a procedure of work organisations
which empowers its members at all levels to effectively take an interest in forming the organisations environment strategies and results. This worth based procedure is pointed towards meeting the twin objectives of upgraded adequacy of organisation and enhanced quality life at work for employees". As indicated by this definition, Quality of Work Life is a procedure of work organisation intended to upgrade the viability of an organisation and enhance the Quality of Work Life of its employees.

Cohen and Rosenthal have centered consideration on the employee - fulfillment. They portray Quality of Work Life as, "an inside outlined push to realize expanded labour management co-operation to mutually take care of the issues of enhancing authoritative execution and employee fulfillment".

Robert H. Guest a behavioral researcher discusses sentiments of an employee about his work while characterizing QWL. He encourage calls attention to the impact of QWL on person's life. As indicated by him, "Quality of Work Life is a non specific stage that covers a person's emotions about each measurement of work including financial rewards and advantages, security working conditions authoritative and interpersonal connections, and its inborn significance in a person's life" and "it is a procedure by which an organisation endeavors to open the innovative capability of its kin by giving them cooperation in taking choices which will influence their work lives".

In the expressions of Mansell and Rankin "Quality of working life is the solid articulation of a specific arrangement of convictions and qualities about individuals, about organisations and. eventually about society".
2.1.3 EVOLUTION OF QUALITY OF WORK LIFE

Enactment sanctioned in mid twentieth century to shield employees from employment harm and to wipe out dangerous working conditions, trailed by the unionization development in the 1930 and 1940s which were the underlying strides. Emphasis was given to professional stability because of procedure at the work place and monetary increases for the workers. The 1950s and the 1960s saw the advancement of various hypotheses by psychologists proposing a "positive relationship amongst assurance and efficiency", and the likelihood that enhanced human relations would prompt the improvement of both. Endeavors to secure equivalent business opportunity and employment advancement conspires likewise were presented. At long last, in the 1970s the perfect of QWL was considered.

The theories of motivation and leadership gave a sound base to the idea of QWL. In the event that the lower-arrange requirements are fulfilled, people look for fulfillment for the higher request needs.

QWL is much more extensive and more differing than organisational improvement in guaranteeing sufficient and reasonable remuneration, safe and healthy working conditions, open doors for self-awareness and advancement, fulfillment of social needs at work, security of employee rights, similarity amongst work and non-work obligations, and the social significance of work-life.

QWL action picked up significance somewhere around 1969 and 1974 when a general gathering of scientists, researchers, union pioneers and government work force created enthusiasm for how to enhance the quality of an individual through at work
experience. The United States Department of Health, Education and Welfare supported a study on this issue which prompted the distribution of work in America. At the same time, the weight of inflation elevated the US Government to address some of these issues. In like manner, a Federal Productivity Commission was set up. This commission supported a few work administration QWL tests which were together led by the University of Michigan's quality of work system and the recently developed National Quality of Work Center.

The expression "Quality of Work Life" has showed up in Research Journals and press in USA just in 1970's. The term Quality of Work Life was presented by Louis Davis. The first International QWL meeting was held in Toronto in 1972. A few QWL undertakings were started amid the early 1970's. The international council for Quality of Work Life was set up in 1972.

There are three particular components of QWL related intercessions: (1) a worry about the impact of work on people and also organisational effectiveness, (2) the possibility of employee cooperation in hierarchical critical thinking and basic leadership, and (3) the production of prize structures in the work environment which consider inventive methods for remunerating employee contribution to the work procedure, for example, increase sharing, and so on (Lawler, 1982). In the 1980s, emphasis was progressively set on employee focused productivity programs. From the mid 1990s till today employees have been confronted with difficulties of scaling back and corporate rebuilding. QWL is rising where employees are looking for additionally importance with rising educational levels and word related yearnings. In today's unstable monetary development and decreased open doors for progression, normally, there are rising attentiveness toward QWL.
Outcome of the Second International Conference on Quality of Work Life, held in Toronto is that Quality is no more a specific word however has turned into a need and should work for the survival. In this period, Quality of human inputs is the best advantage for any organisation. Keeping up the quality of such human inputs ascends from keeping up the Quality of Work Life perfectly. A perfect Quality of Work Life would help the organisation. Ascend in the Quality of Work Life would help employees' prosperity accordingly advancing the prosperity of the entire organisation. This is an endeavor to underwrite the human resources of the organisation.

2.1.4 CENTRE FOR THE QUALITY OF WORK LIFE

The American Center for the Quality of Work Life (year of setup) has been committed to labour – management joint effort for QWL change. This inside characterizes a QWL Program as "any sort of movement at each level of an organisation which looks for more prominent hierarchical viability through upgrade of human dignity and development, a procedure through which the partners in any organisation – managers and union(s), and employees – figure out how to cooperate… .to decide for themselves what activities, changes and enhancements are alluring and workable keeping in mind the end goal to accomplish the twin and simultaneous objectives of an enhanced Quality of Work Life for all members from the organisation and more noteworthy adequacy of both the organization and the union".

In 1977, the staff of the American Center for the Quality of Work Life built up the accompanying definition: "Quality of Work Life upgrades are characterized as any action which happens at each level of an organisation which looks for more noteworthy
authoritative viability through the improvement of human respect and development… a procedure through which the partners in the organisation – management, unions and employees figure out how to cooperate better… to decide for themselves what activities, changes and enhancements are alluring and workable keeping in mind the end goal to accomplish the twin and concurrent objectives of an enhanced personal satisfaction at work for all members from the organisation and more prominent adequacy for both the company and the unions.

2.1.5 EIGHT BEST PRACTICES OF QUALITY OF WORK LIFE

Richard E. Walton (1979) provides eight criteria to evaluate QWL programme which are discussed below:

(i) Adequate Income and Fair Compensation

Motivation specialists trust that money is still a critical thought process, which makes people take a shot at the occupation. Be that as it may, people likewise need to see decency and ampleness in their compensation rewards. Break even with pay for equivalent work and pay that is connected to obligation, expertise, execution and individual achievement are seen with extraordinary significance. Pay should likewise be focused with the outside work advertise and ought to be receptive to winning practices and changing financial conditions.

(ii) Safe and Healthy Working Conditions

An organisation must make working conditions that are physically and mentally alright for its laborers. The development of ergonomics in the 1950s has essentially
enhanced gear outline and plant format to improve the physical and additionally mental solace and wellbeing of the laborers.

(iii) Immediate Opportunity to Use and Develop Human Capacities

Development of its specialists includes preparing, aptitude improvements, acknowledgment, and advancement. Work assignments ought to be made testing enough to extend aptitudes, capacities, and learning. They ought to make a beneficial outcome on self-regard, independence, contribution and motivation.

(iv) Opportunity for Continued Growth and Security

There must be job which accommodates ceaseless development and job and pay security. Open doors for preparing and headway ought to be considered.

(v) Social Integration in the Work Organisation

The workplace ought to give chances to saving a employee's close to home personality and self-regard through flexibility from partiality, a feeling of group interpersonal openness and the nonattendance of stratification in the organisation.

(vi) Constitutionalism in the Work Organisation

There should be the right to personal privacy, free speech and equitable treatment in the workplace.
(vii) Work and the Total Life Space

A person's work should not overbalance his life. In a perfect world, work plans, profession requests and travel prerequisites should not take up a lot of his relaxation and family life.

(viii) Social Relevance of Work Life

The remaining of an organisation in the society can impact a employee's estimation of his work and profession. The specialists see the organisation to be socially mindful in its items, waste transfer, promoting strategies, occupation practices and so forth.

2.1.6 APPROACHES TO QUALITY OF WORK LIFE

The Quality of Work Life development generally has been firmly related to the employment update endeavors in light of socio-specialized frameworks approach. During 1980s the idea of Quality of Work Life has been widened to incorporate various methodologies went for joint basic leadership, coordinated effort and shared admiration amongst management and employees, expanded self-governance at work spot, and self management.

QWL model based on Maslow’s Hierarchy

Maslow, whose understanding into requirements fulfillment still structures an expansive part of what we consider modern day management, intently took after. Maslow's model centered around requirements fulfillment yet took the idea the distance to self-actualisation. The accompanying Figure gives a disentangled QWL model in view of Maslow's thoughts.
This model speaks to the perspective that considers Ethics and Morality as principal ideas that support the Justice system. At the point when Justice needs are fulfilled it prompts self-actualization that thusly improves QWL.

2.1.7 DETERMINANTS OF QUALITY OF WORK LIFE

The various determinants of Quality of Work Life are listed as follows.

1. Job Related Factors

It incorporates employee responsibility at work, employee contribution and impact at work, advancement taking into account legitimacy and opportunities that lead to utilize one's own particular limit.
2. **Work-Environment Factors**

The physical working condition, employee welfare, job security, safe, healthy and congenial working conditions determine the level of Quality of Working Life.

3. **Relational Factors**

This is a principle persuading and driving component which sums for the mental fulfillment and it incorporates the work bunch relations, union management relations, specialist worker relationship and so forth.

4. **Financial Factors**

These components consolidate sufficient money related remuneration in budgetary advantages which incorporate a decent wage parcel with alluring essentials. At the point when management fails to focus on this then it adds up to different issues.

5. **Personality Temperament**

The Non-organisational factors like the status of the organisation and the society which amounts to a good Quality of Work Life.

6. **Job Design**

Job design assumes an indispensable part in the viability of any Quality of Work Life programs. So the personal experts will need to give due accentuation while planning the occupation where in the employees can have a say to their work, workplace, grievances, advancement, pay packer, and so on.
2.1.8 SPECIFIC ISSUES IN QWL:

Klott, Mundick and Schuster suggested 11 major QWL issues:

1. Pay and Stability of Employment:

Good pay still overwhelms the majority of alternate components in employee satisfaction. Different option implies for giving wages ought to be produced in perspective of expansion in average cost for basic items record, increment in levels and rates of wage duty and calling charge. Security to a more noteworthy degree can be given by improving the offices to Human Resource Development.

2. Occupational Stress:

Stress is a state of strain on one's feelings, perspective and physical conditions. Stress is controlled by the way of work, working conditions, working hours, and delay in the work routine, worker's capacities and nature that match with the job requirements. Stress is brought on because of touchiness, hyper excitation or melancholy, shaky conduct, weariness, faltering, trembling, psychosomatic agonies, substantial smoking and medication misuse. Stress adversely influences worker efficiency. To minimize stress, the employee needs to recognize, forestall and handle the issue.

3. Organisational Health Programmers:

Organisational health programs go for instructing employees about health issues, method for keeping up and enhancing health and so forth. These projects spread drinking and smoking end, hypertension control, different types of cardiovascular danger
diminishment, family arranging and so on. Powerful usage of these projects result in lessening in non-attendance, hospitalization, inability, over the top employment turnover and unexpected passing. These projects ought to likewise cover unwinding, physical activity, diet control and so on.

4. Alternative Work Schedules:

Alternative work routines including work at home, adaptable working hours, stunned hours, decreased work week, low maintenance livelihood might be presented for the accommodation and solace of the specialists, as the work routine which offers the individual the relaxation time, adaptable hours of work is preferred.

5. Participative Management and Control of Work:

Workers 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 creative and decision making process.

7. Recognition:

Recognising the employees as human as opposed to as workers builds the QWL. Participative administration, granting and remunerating the frameworks, praising the employees for their accomplishment, work improvement, offering prestigious assignments to the occupations, giving very much outfitted and respectable work places, offering enrollment in clubs or affiliations, giving vehicles, offering get-away outings are a few intends to perceive the employees.
8. Pleasant Worker-Supervisor Relations:

A harmonious supervisor worker relationship gives the worker a sense of social association, belongingness, achievement of work results etc. This in turn leads to better QWL.

8. Grievance Procedure:

Workers have a feeling of reasonable treatment when the organization gives them the chance to ventilate their grievances and speak to their case briefly as opposed to settling the issues discretionarily.

9. Adequacy of Resources:

Resources should match with stated objectives, otherwise, employees will not be able to attain the objectives and this result in employee dissatisfaction and lower QWL.

10. Seniority and merit in promotions:

Seniority is for the most part taken as the premise for advancement if there should be an occurrence of operating employees. Merit is considered as the premise for advancement for administrative people, though seniority cum-legitimacy is favored for advancement of ministerial employees. The limited time approaches and exercises ought to be reasonable and just with a specific end goal to guarantee higher QWL.

11. Employment on permanent basis:

Employment of laborers on easygoing, makeshift trial premise gives them a feeling of instability. Then again, job on perpetual premise gives them security and prompts higher request QWL.
2.2 JOB SATISFACTION

2.2.1 INTRODUCTION

In any organisation, man power is vital to change over the accessible assets successfully. It is demonstrated by sentence of Andrew Carnegie cited - "Take away my kin, however leave my production lines, and soon grass will develop on the manufacturing plant floors. Take away my production lines, yet leave my people, and soon we will have another and better plant."

Andrew Carnegie characterizes the significance of man power in organisation in this way, if people are imperative in management, their conduct is likewise getting more critical in organisation now-a-days. Work place conduct of a worker relies on their job and occupation related satisfaction. Each administration must consider, ought to take endeavors to comprehend the requirements of workers and their desires in the occupation and make job satisfaction. In the event that workers are satisfied the organisation, they work viably, for the accomplishment of the organisation. Hence job satisfaction of a employee is more essential.

Job satisfaction is a necessary segment of authoritative health and an imperative component in mechanical relations. The level of job satisfaction appears to have some connection with different parts of work conduct, for example, mischances, truancy, turnover and profitability. Job satisfaction is the end feeling which may impact ensuing conduct. In this manner, job satisfaction is a employees's general state of mind towards his job.
Job satisfaction is a result of employees’ perceptions of how well their job provides those things that are viewed as important. It is seen as the emotional response to a job situation. Job satisfaction can be described under three dimensions:

- Job satisfaction as seen in the manner in which the employees react and respond to the job situation.
- Job satisfaction determined by how outcomes meet or exceed expectations.
- Job satisfaction represents several related attitudes.

There are various job characteristics about which employees have full of feeling reactions. The principal trademark is the work itself, it must give chances to learning, be testing and of premium. The second trademark is the fiscal advantage. Most workers fail to comprehend the advantages they have in fiscal terms. There is an feeling that employees should to be given an adaptable advantage arrange for that permits them to pick the advantages they feel are appropriate for their necessities. On the off chance that this is in actuality the case then advantages would prompt job satisfaction. In perspective of the third normal for advancement opportunities, it is trusted that workers who are advanced taking into account rank as opposed to execution appear to have more job satisfaction. Job satisfaction is additionally seen as a psychological satisfaction which employees get from playing out a job. Performance of the job by a employee likewise requires that his/her desires and yearnings as far as prize, contemplations and satisfaction of his/her needs, and so on be met. In the event that these are satisfied, he/she will be fulfilled by the result of job performance and more noteworthy job satisfaction would for the most part persuade the employees in playing out their errands all the more proficiently and that outcomes in company productivity.
2.2.2 THE FOUR P’S OF JOB SATISFACTION

The four Ps of job satisfaction which serves four interests are depicted below:

1. **Physical Interest** – Physical interests encompass working conditions, nature of the job, salary and company benefits.

2. **Psychological Interest** – Psychological interests include emotions, job security, self-esteem, trust, and recognition and work environment.

3. **Political / Social Interest** – These include labour union affiliation and corporate social responsibility.

4. **Personal Development Interest** – These include the availability of training and development programmers, innovation and growth prospects.

The organisations, along these lines, have an obligation to energize creative intuition into the minds of the employees. For the employees to have that certainty, the chiefs need to show acknowledgment, trust, encouragement and delegation. That prompts job satisfaction. Once the employees experience job satisfaction, they consequently pick up certainty and duty, and thusly, get to be reliable.

2.2.3 FACTORS INFLUENCING JOB SATISFACTION

There are number of factors which influence one's satisfaction in the job situation. They can be categorized under two broad headings.
(i) ORGANIZATIONAL FACTORS

Reward - Rewarding staff appropriately is important. Job satisfaction is often achieved where performance is recognized and rewarded appropriately, equitable performance related pay supplemented with other perks, benefits and non-financial recognition and rewards, which meets the team member's expectation. Non-financial rewards have more impact than financial recognition in attaining job satisfaction.

The Work itself - The content of the work itself is a major source of satisfaction. This means the extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility.

Compensation - Money helps people to attain their basic needs and is instrumental in providing upper level need satisfaction. Employees often consider salary and fringe benefits as important to satisfy their higher order needs. Hence, management should provide better salary and fringe benefits in order to satisfy the employees to attain their social status which in turn provides a better job satisfaction.

Career growth - Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take different forms and include a variety of rewards. Employees prefer to work and achieve the desired result for the organisation and self. The management that attempts to recognize the achievements of the employees is mostly preferred; this is because career growth is expected by every employee in an organisation.
Supervision - Supervision is another moderately important source of job satisfaction. There are two dimensions of supervisory style that affects job satisfaction. One is employee-centredness which is measured by the degree to which a supervisor takes personal interest in the welfare of the employees. The other dimension is participation or influence, as illustrated by managers who allow their people to participate in decisions that affect their own jobs. This approach, generally, leads to higher job satisfaction. It is proved that a participative environment created by the supervisor has a more substantial effect on workers’ satisfaction than participation in a specific decision.

Co-workers - Friendly, co-operative co-workers are a modest source of job satisfaction. The work group serves as a source of support, comfort, advice, and assistance to the individual. A good work group makes the job more enjoyable. On the other hand, if this factor is not considered with care then it may have reverse effects.

Work Environment - Work environment and working conditions are factors that have a modest effect on job satisfaction. If working conditions are good, clean, pollution free, employees would find it easier to carry out their job. The physical working conditions like availability of necessary furniture, lighting facilities, work hazard also play a major role in the factor of job satisfaction. This is crucial because it has a direct effect on job satisfaction.

(ii) PERSONAL FACTORS

Interest – This factor is related to the morale of each employee, this may differ from person to person, however this can be improved only through the counseling and
providing liberal terms in the organisation, such as autonomy, work time, leisure, friendliness, etc., in the work, where morale is improved there would be job satisfaction.

**Personality Traits** – Every individual has his/her own traits or technique or style of performing a job, it is the management that should decide to whom a particular job is to be assigned, when a incapacitated person is provided with a risky job, a capacitated person would not prefer to work under the incapacitated, this would lead to dissatisfaction in the job and vice versa.

**Status and Seniority** – It is the practice of most of the organisation to promote employees on the basis of the seniority, and not on the basis of the performance or ability, It has been found that the higher a person's position within the organisation the Job Satisfaction reported is also high. Status is highly affected on Job Satisfaction.

**Life Satisfaction** – This is associated with one’s personal life in association with the family. A person is said to be having a life satisfaction only when he/she enjoys his work and family situation peacefully. Wise salary, job, superiors, subordinates, benefits, family, etc., all contribute to the mental and physical well being which leads to Life Satisfaction.
2.2.4. CONCLUSION

Job Satisfaction is influenced by a person’s ability to do and complete his work. It differs according to the person. It depends on the mind of employee. If a person is really interested in the work which they do it is also called as job satisfaction. It depends on the positive as well as the negative attitude of a worker/employee. Job Satisfaction is the Mental status. It expresses the detailed view of Quality of work life and job satisfaction framework. The framework deals with terminology, concepts and methods. And also describes special issues in Quality of work life and Job satisfaction.