CHAPTER 2
QUALITY OF WORK LIFE – AN INTRODUCTION

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2.1 QUALITY OF WORK LIFE –AN EMERGENCE OF NEW ERA

Information technology, knowledge management and adoption of new technology and introduction of various processes have had an impact on human behavior. Individuals are aware about what is happening near around. Standard of living has increased. Material demand of the people has been enhanced. Now people are no more interested what is required rather they are interested in what is desirable seeing the world. The social change has made it important to evaluate the quality of work life. The prime reason for promoting the term Quality of Work Life has been that it creates the win-win situation: improved employee welfare and satisfaction with respect to job, thus increased employee productivity, longer tenure in the organization and subsequently increased hotel profitability. Quality of Work Life concept enhancing interest and significance in both developing and industrialized economy owing special characteristics like in service sector which have features of Tangibility, Perishability, Variability and Inseparability, especially new emerging trends and area like Tourism and Hospitality, Banking and Finance services, Information Technology and Education etc. Industrialists, social scientists, corporate managers and even management theorist were more concerned with material management and financial management of resources. No and little concerns expressed for human factor involved in the production of goods and services rendered. In this present era, tourism consumption has undergone significant transformation; as a result tourists have become more aware about their rights and claims about quality of products and services rendered to them. The significant contribution of human factor in the quality delivery of product and service has resulted in more attention toward the issue of efficiency, satisfaction and improvement and enhancement in the quality of work life (QWL). Nowadays Quality of Work Life is drawing more importance globally, organizations are facing many issues related to human resource of which, employee stability is one of the major problem and addressing it is a top most priority. Amongst various reasons for employee stability the Quality of Work Life is one among them. Quality of work

Life is a multidimensional construct and it has been influenced by many variables (Swamy, Nanjundeswaraswamy & Rashmi, 2015).
The term Quality of Work Life implies a wide variety of improvement efforts in the organizations. Now, this concept has different meaning to different people. This concept is growing interest accompanied by huge literature on “Quality of Work Life” which is crucial part of present study. (Jaiswal, 2014) has pointed out Quality of Work Life is a phenomenon which is perceived or judged as per knowledge, skills and attitude of the service provider. Further he has explained that for example when somebody goes to doctor, he will be happier if the doctor has patience to listen and advice the patient in a friendly manner, such a doctor also even be more respectful if he is making house call and keep on enduring patient health and well-being.

2.2 ORIGIN AND DEVELOPMENT OF THE CONCEPT OF QWL

A numbers of rules are made and legislations are passed in India and all part of the world to safeguard the employees from exploitation in the hands of employer, job accidents and also to provide welfare and safety measures. With the beginning of Industrial Revolution in the nineteenth century, the industrial workforce had to adopt machines that became popular for operational work. No establishment can become successful with the application of technology only unless or until they have strong workforce. The term Quality of Work Life has originated since 1960. In the modern scenario, QWL has become a buzzword of the modern time. It was in the year 1970 that the idea of QWL was conceived in the American Research Journals.

Industrial revolution given birth the term of Quality of Work Life when higher productivity was emphasized to such an extent that workers were considered as machine and human factor was misplaced. Subsequently, the negative results of these practices started prevalent in the form of absenteeism, employee turnover, poor morale, alcoholism, drug addiction, fatigue, boredom, occasional damage and accidents resulting from inattention etc.

Therefore, in the twentieth century, legislation was enacted to avoid job injuries and harmful working conditions in the organization. During 1930-1940 due to unionization movement job stressed was stressed mainly because of the production process and economic gains for the workforce. In the 1950 and 1960 many theories were developed by psychologists a “positive relationship between morale and productivity” and possibility that improvement in human relation would lead to
enhancement of both. This term of Quality of Work Life appeared in the 1970s in press and research journal USA. Louis Davis coined the term quality of work life. The first international conference was held in Toronto (Canada) in 1972 on quality of work life and International Council for Quality of Work Life was also established in the same year.

F.W. Taylor’s scientific management principles created awareness about human resources that were earlier considered only instruments of production, ready to work without limits from dawn to dusk under any situation and being motivated by lure of money.

F.W. Taylor, the father of Scientific Management (SM) had furnished the impetus, there were number of individuals who were bringing the movement to its maturity along with a number of dimensions. Among F.W. Taylor’s contemporaries, Fayol (1925-1949) had played relatively minor, though important role in bringing the movement towards its maturity by stating the dimensions of:

- Maximum specializations and repetition;
- Minimum workers responsibility, authority and decision making power;
- Minimum requirement for training and development so that workers could be moved from one task to another with minimum interference in productive process;
- Administrative directions and creative contributions restricted to managers and supervisory agents.

The work of Taylor and Fayol had, of course, undeniable economic advantages. Since then, a sizeable volume of research and experiments have been undertaken in order to understand the human being at work and ways to improve their work satisfaction and balance with the vision and mission of the organization generating better productivity and job satisfaction of employees. Near to the beginning of 20th century and end of 19th century the role of worker continue to evolve. Significant contribution of Maslow, Herzberg and McGregor in improving QWL cannot be undermined. The QWL has now come to be known as humanisation of work. The main idea of this concept is treating employees as human being rather than machines. Maslow’s
concept of “need theory” has been given considerable significance in the world of management. This theory reveals that why well paid employees are not motivated to carry out their responsibilities? According to Maslow, once the physiological needs are gratified, the higher order needs emerges and dominate the behaviors’. Herzberg was greatly interested in the problem of work motivation, that the traditional methods for division of labour used only a small portion of human capital. According to him, when lower order needs are not satisfied the worker is likely to feel unhappy, but the satisfaction of these needs is not necessarily make him happy. A worker’s satisfaction can be increased only by motivators that satisfy higher order needs. Herzberg isolated five motivators:

- Need for achievement;
- Recognition by others;
- The work itself;
- Responsibility;
- Opportunity for advancement.

Herzberg highlighted these motivators and recommended to introduce these five indicators in work situation. This laid the foundation for now well-known concept of job enlargement and job enrichment. During the same period another group of researchers in Tavistock Institute of London focused on the integration of technical as well as human and social dimension of industry (The Socio-Technical System). The socio-technical approach fostered the idea that there appears to be possible and desirable alternatives to the mode of work organization inherited from scientific management. There is not only one but several possible and effective ways of organization work. Almost, all large scale organizations are trying their best to keep the work environment more friendly and comfortable. These workforces can become the most tangible assets for the organization if they are well taken care of. In present era, multiple national companies have started showing utmost respect and consequently the employees are enjoying better quality of work life. To gain twin objectives various techniques have been developed and applied. The concept of Quality of Work Life has originated from this continuous research process and has
become one of the most important issue. From that time to till now this term is gaining so much popularity and multifarious criteria that characterize this industrial orientation consisting of fair compensation, healthy working conditions, and opportunities for developing skills. Continued growth and, security conducive work environment, protection of workers’ rights, social relevance and balance between work life and personal life. Later, quality came to be recognized as an approach or method used for improving work.

To have better understanding of Quality of Work Life one must look into the evolutionary stages. Even if, the appearance of this term in relatively new but the origin of this term is quiet ancient since late 1950. There is not only one but several possible and effective ways of organizing work. Some of these, offer better socio-technical combinations than others and allow for improvement in the quality of working life without sacrificing any of the organizational effectiveness of the enterprises.

For more than two decade a sufficient amount of literature has been developed on Quality of Work Life. In India, research scholars as well as industry practitioners of Human Resource Management and Industrial Relation have studied the various aspects of this concept and also developed few case studies. Therefore, no comprehensive attempt has been made so far in India, to objectively measure the Quality of Work Life in those frameworks.

2.2.1 DEVELOPMENT OF THE CONCEPT OF QWL

Human behavior is the concern of everyone. Parents are unhappy about the behavior of their children, teachers complain about the lack of interest among students and employers are bitter about the commitment of their employees about their job. The mystery remains still unresolved why people behave as they do. When well paid employees of the organization go on strikes or indulge in some other form of protest the typical reaction of the management is that of stock and dismay. The assumption here is that when an employee is well remunerate or paid for his time and labour, he assumed to be motivated and carry out the responsibility entrusted to him and happy with his job. It seems that all so sudden the traditional methods of motivation of human beings have become ineffective. Therefore, there is need of new form of work.
organization that must balance between technical demand of the job and societal need of people performing it. This growing interest in new form of work organization has been accompanied by explosion of the literature review on quality of work life which is the crucial theme of present study. Since the inception of this term in early 1970s, quality of work life (QWL) has become a focus of rising concern in work organisations. This term is extensively used in the context of certain environmental and humanistic values which were avoided in the process of excessive concern for economic development and materialism during the twentieth century.

The emergence of the term Quality of Work Life can be traced to the revival of interest of Quality of Life in many counties of the world. This is so because the two terms are closely related to each other. Life at work is fundamental and closely related to each other. Quality of Work Life has emerged as an important aspect that will improve organizational efficiency and effectiveness. Quality of Work Life is multi-dimensional phenomenon which provides good work life balance and boost up the organizational environment in positive direction. The legislation was enacted in the beginning of twentieth century to protect the employees from job injuries and eliminating the harmful working conditions. The unionization movements established in 1930 and 1940s emphasis on job security. During 1950 and 1960s different theories had been developed by psychologists proposing a positive relationship between morale and productivity. QWL gained significant importance when a group of researchers, practitioners, scholars, union leaders and government personnel shaped interest to know how to improve Quality of Work Life of workers through his/her job experience. Louis Devis has introduced the term of QWL during 1975 in the conference held in Toronto. The International Council for Quality of Work Life was established in 1972. From 1980 onwards QWL was increasingly placed on employee centered programs. From 1990s till today as corporate faced with many challenges of corporate restructuring and economize, there are growing concerns for QWL, career and personal life planning. In this era, Quality of human inputs is the greatest asset to any organization. Improvement in the Quality of Work Life of individual would help in the quality of work life of the organization. In the previous years, the Quality of Work Life has been understood as the vibrant and complete management of social, physical and technological factors that affects the culture of whole organization.
Quality of Work Life (QWL) and employees’ job satisfaction are popularly considered as progressive indicator of sustainability of business organization. QWL is conceptualized as a general attitude toward an object and job (Jaiswal, 2014).

Successive period of the development of this concept (QWL) started with the beginning of Industrial Revolution in the nineteenth century where the industrial workforce had to adapt themselves to machines. Advancement in the technology has not given rise of high degree of refinement, the workers still served as complement to the machines. The machines imposed on him have disturbed the rhythm and increasingly reduce the number of decisions he/she had to make. With the beginning of 20th century and towards the end of 19th century, the role of workers continued to develop. This change or development was heading towards the strict assimilation of workers into the operation of machines. Although Taylor, the father of scientific management had furnished the momentum, there were number of individuals who were bringing the movement to its maturity along with number of dimensions. The work of Taylor and Fayol had, of course, undeniable economic advantages; however, these economic advantages considerably offset by increasing human problems, including boredom, underutilization of intellectual skills, alienation, absenteeism and turnover. In reaction to the obvious problems caused by simple repetitive jobs the “Human Relation School” centered in U.S. attempted to draw upon knowledge acquired through disciplines of Sociology and Psychology and apply it day to day industrial life. Much of their work was directed towards the refinement of scientific management by applying new insights to the evolving of socio-industrial system.

Quality of Work Life (QWL) represents a mix of real concern for human values in present era with the knowledge that all individuals devote the greater part of their lives to work expending time, energy and physical and mental resources this endeavor. It recognizes that work is the chief determinant of individual’s growth freedom, respect and standard of living. Finally and perhaps the most important is that production, industrial growth, and technological advances are clearly not end themselves but simply means to an end the improvement of quality of life for all.

The prime fundamental to explain Quality of Work Life was socio-technical system. It was based on the following logic that any productive system holds a given kind of equipment, layout and work organization but subsequently has social and
psychological properties. It was further suggested by Rice (1963) that constraints other than technology and wider socio-psychological attachments must be taken into account. A socio technical system must also satisfy the financial conditions of the industry of which it is a part. The second important study which is action-oriented was documented by Rice (1958). The term Quality of Work Life has become well known not only for social scientist but also for laymen. These early studies provided a basis for further developments. After these studies, there appeared to be the development of the concept of Quality of Working Life. Now the idea acquired so many meanings that it now tend to create so many confusion.

2.3 DEFINING QUALITY OF WORK LIFE (QWL)

Various authors include a description of the ideal definition of QWL. Although not all authors define QWL precisely, in most cases one can make an accurate deduction. Herewith, follows a few definitions, which will be referred to in the literature. The first definition that emerged during the period 1959 to 1972 was QWL as a variable or outcome. Many authors working in this area saw QWL as an individual’s reaction to work or the personal consequences of the work experience. As a name to identify a perceivable, discrete set of notions or activities, or even values “Quality of Working Life” is not to conjure with. To begin with this phrase and its shorten acronym, Quality of Working Life, are a mouthful worse, exactly what the term seeks to identify is fuzzy, at the best. One of the principle problems with this term is not single or specific notion rather it consists whole parcel of terms and notions and all belongs to under the term Quality of Working Life (Umbrella):

- Industrial effectiveness
- Human resource development
- Organisational effectiveness
- Work-restructure
- Job enrichment
- Socio-technical system
- Working humanization
Group work concept
- Labour management cooperation
- Working together, workers involvement, workers participation
- Co-operative work structures.

Each of these in varying degree of inadequacy identifies a large whole that Quality of Work Life seeks to indentify. Quality of Work Life is actually the sum of all these various attempts to label general new direction for work organization in the late 20th century. QWL is fundamentally an approach or philosophy that can permeate many different activities in the workplace. Quality of work life has thus central concern about job replacement based on single and repetitive tasks with more humanized form of work separating conception from execution. Further it has been found that such options allows for jobs that are less alienating and allows greater job satisfaction, more worth full and increasing influence on workforce. Consequently, such innovation in work increase high performance in organization and reduce absenteeism, sickness and employee turnover.

In this way, any conscious effort that is aimed at improving quality of life, working condition, job content, attendant conditions like; safety, security, wage, salary and benefits clearly emerged as Quality of Work Life. Quality of Work Life is not only to improve quality of life internally but externally also. Walton as one of the key interpreter of this concept of Quality of Work Life has proposed eight major area to understand this concept and these are- adequate and fair compensation, healthy and safe environment, development of human capacities, growth and security, social assimilation, constitutionalism, the total life space and social relevance (Walton, 1974). A few differences are because of different viewpoints of different interpreter or authors. Seashore (1975) pointed out that maximum research and theory developed in the area of quality of work life are based on the assumption of individual’s own personal satisfaction and dissatisfaction with regard to his/her work defines quality of work life rather than any objective criterion. Therefore, due to individual differences in culture, social category, family set up, educational level, personality and wide range of human preferences exists and any assessment of improvement in the quality of work life would lead primarily to these expectations. Biosvert and Theriault (1977) have discerned a variety of views concerning Quality of Work Life (QWL).
Figure 2.1 illustrates these views-

**Figure 2.1  Quality of Work Life Consent**

<table>
<thead>
<tr>
<th>QWL</th>
<th>Global</th>
<th>Role of work in one’s life</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Restricted</td>
<td>Job and Organization’s physical environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Participation in decision making</td>
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<tr>
<td>Job</td>
<td></td>
<td>Job content</td>
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</tbody>
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One can gain from the figure given below drawn differently from global view of Quality of work life as role of work in one’s life to as narrow as job content. Improvement in the quality of work life of employees in any organization is to be considered as one of the best motivational strategy.

This quality of work life of employees sought to be achieved through modifying and restructuring of job content. Quality of work life concept in any organization is a change in the policy, system, procedure, value, norms and structure of organizational processes. The main driving force is in optimising the job satisfaction available to employees. Jain (1991) in her comprehensively written book suggests that quality of work life is not a single or specific notion. Rather its umbrella encompasses several concepts like: industrial effectiveness, human resource development, organizational effectiveness, work restructure, job restructure working humanization, group work concept, labour-management cooperation, working together, workers' involvement and workers' participation. In the total system of Quality of Work Life, bringing the desired results itself are very important. It has been proved that where ever the organization has participative process and employees are more connected with procedure and methods bringing desired results and effective results. Johnston (1993)
viewed that Quality of Work Life is more than simply a concept, means or an end. It encompasses the below given set of ideas:

- Ideas dealing with body of knowledge, experience and concepts related to nature of work, meaning of work and structure involved
- Idea dealing with nature and process of introducing organizational and management change
- Idea dealing with the outcome and results of the change process.

The concept of Quality of Work Life views work as a process of interaction and joint problem solving by working people-managers, supervisors, and workers. Further Walton has analyzed that individual do not have any unique standard of evaluating of work in common, systematic, measureable and predictable pattern. Thus among other things, the nature of different occupations can be responsible for differences in evaluating the quality of work situation. Other investigators look beyond these differences towards individual perspectives and differences in group membership to study the expectations that determine the quality of work life. Studies show that a relatively few environmental variables explain about one half of the variability in job satisfaction as measured across all categories of employee (Seashore, 1975). It can thus, be concluded that there are characteristics of work environment which are systematic and universal, yielding high level of satisfaction and well being of employees. Chakraborthy (1987) defined Quality of Work Life (QWL) as a process of work organizations which enables its members at all levels to participate in shaping the organizations' environment, methods and outcomes. It implies that if the means adopted for any purpose are correct, the end result is bound to be good. Thus, if the QWL measures adopted by any work organization are appropriate and are implemented in true spirit, employees' perception towards that organization is likely to be positive. There are several factors which influence the quality of work life of employees. These factors may be related to work life or even personal life of the employees but nonetheless they have a bearing upon the organizational performance. Dhingra and Garg (2014) indicated that different working components have significantly influenced on job satisfaction. While many believe that raising wages is the only way to increase people’s job satisfaction, the results of this survey indicated
that there are other low cost actions, which could increase employees’ job satisfaction. For instance, participatory management is among important actions, which has no financial burden but it could increase employees’ motivation to become more interested in their jobs (Mohammadi & Shahrabi, 2013). QWL was 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. Quality of Work Life programs when implemented lead to greater growth and development of the individual as a person as a productive employee of an organisation, develop trust between managers and employees, attract and keep talented staff, build strong employee commitment, strengthen work place learning and improve overall effectiveness of an organization (Hosmani & Shambhushankar, 2014).

Although, there may be an agreement that additional factors other than job satisfaction, determine the quality of working situation, but there is little consensus about what these are. Attempts to define the concept of quality of work life have, at times, emphasized only issue such as job security, wage equity, individualization and workplace democracy. At other times the list of qualifications as also outlined by Walton (1974), have been much longer and more specific. However, there has been little agreement about priorities, when leaders of the National Centre for productivity and Quality of Work Life (QWL) met with representatives of the work in American institute. Despite the diversity and inconsistency, two central patterns for improving the quality of work life have emerged in the current scene. The first represented by job enrichment programmes, is the restructuring of the work itself so that the concrete tasks are more meaningful for the individuals or the group. The second, represented by work management committee and other forms of industrial democracy, is the restructuring of the human relationship in the workplace, in order to provide greater opportunity for employees’ participation in decision-making processes. However, efforts to improve quality of work life dealt with much more basic economic, health and safety issues.

Quality of work life has been defined in different forms by various research scholars, industry experts and other stakeholders. In the very simplest form, this concept is seen to be concerned with employees job satisfaction with respect to approach to tangible aspect of life i.e. income, benefits etc. This concept also associates with the
employee’s subjective well being. This notion would consider how safe is employee at work place in terms of occupational health and safety measures and how much secure in the job. This approach consists of both tangible and intangible aspects of individual’s working life experiences; and acknowledges that Quality of Work Life extends beyond organizational boundaries. In a few words, QWL mean providing people at work with structured opportunities to become actively involved in a new inter-personal process of problem-solving towards a better way of working and more effective work organization. However, Quality of Work Life is accepted the most widely and complex definition form where it is considered to be most dynamic and multi-dimensional construct that incorporates any number of measures relating to employment quality. Thus, the outcome of QWL is best concern of employees and the employers in equal measures.

2.4 QUALITY OF WORK LIFE AND QUALITY OF LIFE- LINKAGE

The concept of work life cannot exclude life. The preference for quality of work life, foremost includes quality. Through inference it has been accepted that there is a technological justification for Quality of Work Life. It is by no means surprising that social scientist, who are not directly concerned with work redesign, socio-technical systems or the quality of work life describe their concern and need for the future work on QWL in a more comprehensive framework.

1. Inside the organization itself, there is scope for extending significant consciousness of the members from job place to their immediate environmental context. There are examples in support of this proposition that large number of welfare services, healthcare, food supply immediate environment and the worker’s residential colonies could be looked upon with a new perspective, like it has been seen that workers at the grass-roots, participating in work system redesign, picking up key lesions from their experience, showed interest in the company-run school system for children so that the quality of education can improve. There is also an array of such examples Norway, Spain, Canada and USA where there have been productive spill-over of interest to the community life by employees, who started redefining role as actively involved citizens of the community.
2. Employees of the productive organizations influence the quality of decision-making, planning-process and implementing machinery by their productive involvement. It is suggested that in political democratic system as evidenced in Poland that the members of productive organizations, can put across the alternatives that exist in the style of functioning of the ruling elites of a party, or the government of the day, in order to make the viable alternatives accessible to the social system. Moreover it is postulated that an apathetic work culture would succeed in raising and mobilizing some collective consciousness.

3. The possible positive impact of the experience of productive workers on the style and the culture of functioning of growing government agencies can bring about revolution in their organizational goals and precedence. The public consisting of members of productive organizations can focus on QWL which will generate public conscience. Structure does not change in a fundamental way because the perception of reality of the functionaries in bureaucracy remains unaffected. It is, therefore suggested that one way to make impact on the intransitivity of bureaucratic functioning at both the local and metropolitan level is to bring forth the collective experience and wisdom of productive employees who have incorporated QWL in their life-style.

4. Quality of Work Life in micro-organisations can derive its substances and widen its sphere by drawing upon the insights of the quality of life movements. There are several examples to support this view point such as the popular Chipko movement in Garhwal region to review the decimated forestry, the resurrection of Jamestown urban area by collective citizen effort in New York State, the Rost island upswing in Norway and by now the well acknowledged Mondragon comprehensive co-operative coverage in the Basque country in Spain etc. The above state examples provide design of human organizations which can set to course the knowledge-based applied behavioral science interventions in micro-economic organizations. It is expected that even in future, a good deal of organizational innovations will spring from such, not to esoteric, innovative rural community systems.
5. Need to perceive the life-sized burning problems which cast deepening shadow of threats upon quality of life and work. Though slated in the end, we empathetically maintain that this proposition is of utmost urgency to the contemporary world. The context of the globalization of economic, political and culture dissatisfaction can no longer remains unquestioned and unexamined.

The global economic crises are sought to be overcome by taking recourse to such technological marvels as chip, robot and artificial intelligence to name but a few R and D outlay and capital investment are indeed massive. But at the end of it all, human labour is compelled to yield grounds for organizational survival. This is harsh reality even if it tramples the right to work and human dignity. We believe, whatever be our approach in specific situations, the survival of life and work demands a fresh look and reformulation of our concepts and tools.

2.5 DIFFERENT MODELS THAT RELATES TO QUALITY OF WORK LIFE

In this section the different models that relates to QWL, namely, the integration model, the transfer model (or spillover effect), the compensation model, the segmentation model and the accommodation model.

2.5.1 The Integration model:

As early as conceptualized QWL as being based on three levels of actors involved in the work environment, that is, the employee, the company and the community (Seashore, 1997). This approach differs from the concept of QWL that had hereto been reserved for employees at the bottom of the pyramid. This model implies that the domains constituting QWL 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, the concern for integration initiated by Seashore (1975) resurface, this time with a more holistic view of the role of the three structures involved. This integrative perspective considered QWL as a social movement with repercussions that extend beyond the strictly organizational 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.
2.5.2 The 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) conclude 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.) fitted better with the compensation model. 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.

2.5.3 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 (Staines, 1980). Further 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.

2.5.4 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) added that the state that characterizes a person who makes this kind of differences 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 nonwork 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.

2.5.5 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 the 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.

Quality of work performance is affected by both QOL and QWL. 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 QWL or general QOL may improve performance at work. Apart from defining QWL, some scholars have operationalized the concept (Walton, 1973; Orpen 1981; Taylor, 1978). One of the first scholars to do so was Walton (1973), and emerging from his research was a number of determinants
or components of QWL. Walton (1973) remains arguably the most comprehensive attempt to operationalize the concept, and attempts that have followed have mostly drawn from his endeavours and hence bear similarities.

2.6 DIMENSIONS OF QUALITY OF WORK LIFE

An examination of what is involved in psychological growth, of what it is that distinguishes this condition from others, leads one to a consideration of the so-called dimensions or determinants of QWL. In effect, what is being proposed is a set of yardsticks which could be used to assess QWL. It should be clear that these determinants or dimensions must both include those that have been set down by each of the previous reform movements as well as the more recent ones concerned with job satisfaction, namely effective performance, mental health and psychological growth. The dimensions of QWL namely, adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work, constitutionalism in the work organization, work and total life space and the social relevance of work life.

2.6.1 Adequate and fair compensation

The fundamental driving force behind work is to earn a living. It is therefore plausible that QWL is affected by the extent to which this goal is achieved (Walton, 1973). Similarly, Nirenberg (1993) cites Walton’s QWL determinant of adequate and fair compensation as a factor to consider when wishing to operationalize QWL programs. Both the factors of adequate and fair compensation are therefore considered important determinants of QWL. Difficulties are however experienced in terms of assessing what constitutes adequate compensation. Reid (1992) have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL, although its categorical classification is somewhat different to Orpen (1981) and Walton (1973). Stein includes pay under the category of external rewards, which in addition to pay includes promotion or position, and rank or status.

Reid (1992) who evaluated the QWL of clothing workers confirmed Walton’s (1973) proposition that compensation does indeed play a critical role in determining QWL,
although the employees within the study did not experience fairness and adequacy of compensation. Results of the study indicated low levels of QWL, which confirms the importance of compensation ‘adequacy’ and ‘fairness’ in influencing QWL. Finally, additional support is provided by Newell (2002) who whilst not alluding specifically to compensation, emphasizes the importance of reward systems that take cognizance of both individual and group contribution.

2.6.2 Safe and healthy working conditions

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 favourable 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. Newell (2002) highlights that QWL involves making improvements to the physical working conditions under which employees operate in order to make their work setting more favourable. Harrison (2000) focusing upon the measurement of QWL suggests that by asking employees their opinions surrounding their satisfaction or dissatisfaction with their work environment, can lead to an increased sense of belonging to the organization and in conjunction with other employee-centered areas can lead to an overall perception of QWL. The trouble with both compensation and working conditions is that, while in themselves they are very capable of removing feelings of job dissatisfaction, they are seldom able to arouse strong feelings of satisfaction (Orpen, 1981). For most, but clearly not for all, employees in contemporary western society, fair compensation and good working conditions function mainly as hygiene factors (Herzberg, 1959). The above point demonstrates that even if compensation and working conditions are excellent, one may still have a long way to go before the situation is such that one can speak of it as leading to the psychological well-being of employees. Despite working conditions that are excellent and pay that is very good, employees may feel that their needs for personal growth cannot be properly gratified in the work situation. Because they
regard their work as restrictive and stultifying their experiences in the job may be the opposite of those characterized by the phrase, psychological well-being. Moreover, if they felt that these needs could be met, employees may lack the necessary ability and job knowledge to really perform effectively and may suffer feelings of inadequacy as a result, neither of which are conductive to a state of psychological well-being. Hence, while the provision of excellent working conditions may be necessary for a high QWL, it is clearly insufficient by itself (Orpen, 1981).

2.6.3 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. The feature of skill variety allows employees the opportunity to use and develop their human capacities through exercise of their competencies, skills and abilities rather than the reception of limited, narrow skills (Orpen, 1981; Walton, 1973). Oomens, Geurts and Scheepers (2007) found that people suffer more from mental illness when they have demanding jobs, experience higher job pressure and lower skill variety. The structural approach suggested by Herman and Hulin (1972) and Loscocco (1990) hints at the necessity of jobs to contain variety. Stein (1983) refers to the component of progress and development which implies that the development of skills and competencies are an important contributing factor for QWL to be high. Hackman and Oldham (1980) proposed that jobs which require the use of multiple talents are experienced as more meaningful and therefore more intrinsically motivating than jobs that require only the use of one or two types of skills. Pinder (1984) and Ramlall (2004) pointed out that the inclusion of task variety as an element of job design is consistent with the concept of growth need satisfaction, as well as with more psychological approaches taken by activation theory.

2.6.4 Future opportunity for continued growth and security

According to this determinant of QWL, the emphasis is shifted from job to career advancement (Walton, 1973). Although Orpen’s (1981) research reflects a degree of
overlap between this determinant and the previous one, similarly what he categorized as ‘opportunity for personal growth’ includes focus upon the opportunities that are provided for employees to advance in their careers. 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. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, however, Rose, Beh, Uli and Idris (2006) believed this favorable estimate to QWL instead. There are three distinctive elements of QWL related interventions: (1) a concern about the effect of work on people as well as organizational effectiveness, (2) the idea of worker participation in organizational problem-solving and decision-making and (3) the creation of reward structures in the workplace which consider innovative ways of rewarding employee input into the work process such as gain sharing. Most people want to improve their performance on the job, to receive constructive suggestions regarding areas they need to work on and to be commended on their job well done. Thus, employees during their career will like to experience growth and development, a sense of where one is going in one’s work life. QWL encompasses the career development practices used within the organization such as placing clear expectations on employees on their expectations and succession plans. Careers arise from the interaction of individuals with organizations 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). 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. Considerable research also supports the relationship between the number of hours worked per week and salary and ascendancy.

2.6.5 Social interaction in the work organization

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. Supportiveness relates to the nature of relationships between team members, which should be characterized by socio-emotional assistance, respect for individuality, reciprocity, trust, openness and honesty (Orpen, 1981; Walton, 1973). According to Bertrand (1992) the idea of supportiveness should also be demonstrated within supervisory relationships which should be both helpful and caring in nature. Some researchers have included supervisor support as an important determinant/dimension of QWL. Another form of social support that is referred to in the literature is social support colleague.

### 2.6.6 Constitutionalism in the work organization

Besides the above dimensions or determinants that help to define what constitutes QWL, there are another set that are frequently overlooked by industrial psychologists, since they are essentially of a legal nature, and are concerned not so much with how people behave but rather with what rights they should enjoy, whether they exercise them or not. The criteria to be proposed are essentially concerned with the extent to which work organizations, 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). Furthermore, Orpen (1981) 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 organization without fear of reprisal or subsequent victimization (Orpen, 1981). Another right includes due process which refers to the right of individuals to be governed by the rule of law rather than by the arbitrary and capricious actions of particular individuals, with established procedures to prevent them suffering unfairly at the hands of others. It entails that all people in the organization, from the lowest to the highest level, should have the same access to appeals and to due process procedures.

### 2.6.7 Work and total life space

The above-mentioned 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 repeated geographical moves (Walton, 1973). According to Orpen (1981) there is a wealth of evidence which points to the fact that an individual’s non-work experiences can have positive or negative effects on his or her non-working life, such as how he or she spends his or her leisure time and what sort of relations he or she has with family members. The importance of this point for the concept of quality of life is that work organizations, by virtue of this kind of ‘spillover effect, influence an individual’s life of the job.

2.6.8 The social relevance of work life

According to Walton (1973), organizations which do not act in a socially responsible manner are suggested to cause increasing numbers of their employees to depreciate the value of their work and careers that, in turn, will affect their self – esteem. It is obvious therefore that QWL is affected by all facets of the employee’s functioning in the organization. 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 organization. As a consequence, work organizations whose actions are seen to have beneficial consequences receive more acclaim and are accorded more prestige than those whose actions are felt to have injurious or harmful consequences (Orpen, 1981). According to Knez-Riedl, Matjaz Mulej and Dyck (2006) the concept of corporate social responsibility (CSR) is not new. But the era of globalization and the so-called new economy demand that companies comprehend all the different problems of their employees and their partners in their social and business environments, and work with them in solving broader societal problems. These include producing and implementing innovative ideas in order to contribute to a higher QWL in the originating community. Business behavior must be aimed at meeting societal needs, generating revenues and profits, creating jobs, and investing in the future company development as well as its societal and business environments. The importance of this aspect of organizational life derives from the fact that employees who feel their organization 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).
2.6.9 Recognition for achievement

Recognition for achievement is defined by Kotze (2005) as the recognition for achievements by management, colleagues, subordinates and clients. Closely related to task significance is feedback. Feedback refers to the necessity of organizations to speedily provide employees with information and accurate knowledge regarding their performance and its wider organizational impact (Orpen, 1981; Walton, 1973). Hackman and Oldham (1979) suggested that feedback is a critical factor in reducing absenteeism, and employee turnover. Further, feedback is effective in delivering the personal and behavioural outcome variables. Constructive feedback not only helps employees do their work more effectively but also improves communication between supervisors and employees. When specific and accurate information is provided in a constructive way, both employees and supervisors can improve or change their performance. All employees who perform well should receive frequent praise and encouragement, whereas those who are not performing at the expected level should be informed of any problems and coached on how to improve. Appraising employees of good performance helps maintain their motivation and signals them to continue in this direction (Hackman & Oldham, 1980). Communicating with employees in a positive manner when they need to improve their performance will help prevent work problems and minimize surprises during the performance review.

2.6.10 Meaningfulness and significance of work

(Orpen, 1981) meaningfulness relates to the fact that the duties and tasks that define a particular job, should make sense to the person who has to perform that job, in that he feels that doing the job well or poorly will make a difference to himself and to others in the organization.

It is observed that the role of meaningfulness identifies the four critical intrinsic reward motivators as a sense of meaning and purpose, a sense of choice, a sense of competence and a sense of progress. According to Chalofsky (2003) meaning and work may present an even greater challenge to define and purports that meaning at work implies that there is a relationships between the individual and the organization in terms of commitment, loyalty and dedication. However to attain a state of meaningful work, it is critical that no one sphere is so dominant that it adversely
impacts the value gained from the other spheres. In conclusion, meaningful work is not just about the paid work that one does, but about the manner in which one lives one life, incorporating one’s values and principles and doing so with honesty. The job characteristics model of Hackman and Oldham (1980) also predicts that jobs higher in skill variety, task identity, task significance, autonomy and feedback will create a greater experience of meaning, responsibility and knowledge of results. Increases in these latter three variables, the critical psychological states, are in turn predicted to result in greater job satisfaction, higher internal work motivation, better work performance, lower level of absence and labour turnover.

2.6.11 Work load/pressures and work

Deadlines and time pressures are important regulators for how work is planned and practiced. Deadlines regulate and help structure the work through the breakdown of projects into interim goals, different courses of action and time anchoring. Activities and tasks are given a certain time frame, and the existence of a deadline motivates workers to start working on the task. The motivation intensifies as the deadline approaches and the workers increase their activity when they feel the time pressure because of a forthcoming deadline. High levels of time pressure can endanger the loss of enthusiasm and an ability to act high levels of time pressure produce stress, which in turn lead to passivity and avoidance may occur. This can have negative effects on workers’ health and performance. Previous research emphasizes the importance of having a clear direction that specifies workers’ purpose and orientates them towards its objectives. A well formulated and established goal enhances motivation and improves effectiveness (Nordqvist, Hovmark & Zika-Viktorsson, 2004).

2.6.12 Autonomy and control

(Orpen, 1981) defined the feature of autonomy as a job which should be designed in such a manner that it affords the employee a degree of independence and discretion in terms of how the job is carried out Stein (1983) too emphasizes the importance of autonomy or control and defines it as the ability to influence one’s working environment. Similarly, Newell (2002) suggests that QWL involves providing employees with greater responsibility and autonomy. A job that lacks autonomy will result in low QWL. Different empirical results and theories about occupational stress
have regarded job autonomy to be crucial for the health of employees, mainly because greater autonomy is associated with more opportunities to cope with stressful situations. An ideal work environment would facilitate an active approach towards learning new behavior patterns or solving problems. In this type of environment, demands may be seen as challenges and opportunities for growth and learning rather than as burdens.

### 2.6.13 Identification with and enjoyment of work

Task significance relates to whether or not an employee is encouraged to seek and receive holistic information about all job aspects so as to allow for both the divulging and appreciation of the significance of the job within the broader organization (Walton, 1973). This is where the employee may perceive his/her work as significant and thus may contribute to the satisfaction of esteem needs (Ramlall, 2004). The continuing acquisition of knowledge is usually regarded as essential for psychological growth. Growth comes from exposure to unfamiliar and novel experiences, in the work situation and beyond, which are absorbed into the fabric of an individual’s personality (Orpen, 1981). Need satisfaction models contend that work should be challenging and require workers to use skills and knowledge if they are to be motivated (Lee-Ross, 2002). If jobs are unskilled and easily accomplished, it is likely that employees will become bored and frustrated. This situation will give rise to job dissatisfaction unless job elements are changed in a positive way (Lee-Ross, 2002).

### 2.6.14 Creativity and innovation

Another essential characteristic of genuine psychological growth according to Orpen (1981) and Amabile (1988) is the provision of something new or novel, at least for the person concerned. Ideas are novel when they are unique to other ideas currently available in the organization (Shalley, Zhou & Oldham, 2004) and they are useful when they have potential for direct or indirect value to the organization either in the short or long term. It is important that the acquisition and absorbing of knowledge be done in such a way that it leads to creativity, in the sense of the person possessing something different from what he did earlier. That which is created in this way need not, and rarely is, something of significance or importance for mankind in general. Creativity is an important topic in management research (Shalley et. al., 2004).
Researchers defined creativity as the generation of new and useful products, practices, services or products. Creativity is the prerequisite for an organization’s innovation, effectiveness and long-term survival and an organization’s adjustment to shifting environmental conditions and to take advantage of emerging opportunities (Oldham, 2002; Shalley et. al., 2004).

2.6.15 Skill discretion

The feature of skill variety allows employees the opportunity to use and develop their human capacities through exercise of their competencies, skills and abilities rather than the reception of limited, narrow skills (Orpen, 1981; Walton, 1973). Stein (1983) refers to the component of progress and development which implies that the development of skills and competencies are an important contributing factor for QWL to be high. Hackman and Oldham (1980) proposed that jobs which require the use of multiple talents are experienced as more meaningful and therefore more intrinsically motivating than jobs that require only the use of one or two types of skills.

2.6.16 Task control

According to Moen, Kelly and Huang (2008) occupational health literature have recognized the importance of employees’ degree of control over how they do their jobs and how they manage their multiple responsibilities. In the classic job strain model, job control describes latitude or autonomy regarding how work is done using different skills and knowledge. It does not attend to control over when and where work is done. While job control is especially important for workers facing high job demands (Karasek & Theorell, 1990), work – time control may matter to workers with high family and or job demands, enabling employees to alter their work schedules in response to exigencies at home or at work. Previous studies have shown that both high demands and low control at work endanger the work-home balance and increase the likelihood of work-family conflict.

2.6.17 Work and time pressure

Research into work and overload has received substantial empirical attention. French and Caplan (1974) have differentiated overload in terms of quantitative and qualitative overload. Quantitative refers to having “too much to do”, while qualitative
means work is too difficult. Miller (1960) has theorized, and Terryberry (1968) has found that overload in most systems leads to breakdown, whether one is dealing with single biological cells or individuals in organizations. French and Caplan (1970) found that objective quantitative overload was strongly linked to cigarette smoking, an important risk factor or symptom of coronary heart disease.

2.6.18 Role ambiguity

Role ambiguity refers to not knowing what one’s tasks are and also not knowing what is expected from oneself (Van Der Doef & Maes, 1999; Kleynhans, Markham, Meyer & Van Aswegen (2006). This may lead to stress when the individual does not do certain tasks as the employer expects or when he or she does tasks that are part of another person’s job. All of the above-mentioned will then result in low QWL. In addition, pressure demands via role ambiguity were found to cause a significant increase in systolic blood pressure (Pollard, 2001). According to Diedieff and Rubin (2007) roles in organizations are generally defined as the patterns of behaviours that are perceived by organizational members to be expected or required. More definitively, work roles encompass the expectations pertaining to the perceived responsibilities or requirements associated with enacting specific jobs. Enactment of work roles can vary greatly across individuals, even those within similar jobs.

2.6.19 Physical exertion

Physical exertion refers to the extent that one’s work requires physical effort (Van Der Doef & Maes, 1999). Numerous studies over several decades have shown the role of heavy exertion – from snow shoveling to recreational exercise – in triggering sudden myocardial events and the protective role of regular exercise in mitigating them (Fine & Rosenstock, 2001). This paradox that regular exertion is good even though an episode may trigger an adverse event is not a reason to dismiss these findings, but it should call for caution. According to Rosenstock and Olsen (2007), relative measures of association may be high because the incidence rate in the risk period (emergency situations) is high or because the incidence rate in the reference period (non emergency situations) is low or both.

2.6.20 Hazardous exposure

Hazardous exposure refers to the extent that one is being exposed to dangerous tools, equipment and machinery (Van Der Doef & Maes, 1999). For hazardous substances
to have a toxic effect on the body they must first pass across a functional barrier separating the environment from the internal organs (Cherrie, Semple, Christopher, Saleem, Hughson & Phillips, 2006). The common routes of entry into the body are inhalation with the barrier being lung surface, dermal absorption with the stratum corneum as the barrier and ingestion with the wall of the gastrointestinal tract as the barrier (Dinman & Dinman, 2000). Work-related ingestion of hazardous substances may occur in one of four ways: (1) clearance of inhaled aerosols deposited within the ciliated airways of the lung, (2) ingestion of contaminated food or beverages, (3) transfer of contamination by hand-to-mouth or object-to-mouth contact and (4) by direct deposition of contaminants around the mouth and into the oral cavity.

### 2.6.21 Job insecurity

Job insecurity refers to uncertainty about one’s job (Van Der Doef & Maes, 1999). According to Sverke, Hellgren and Naswall (2006) many organizations have strived for functional and numerical flexibility which resulted in demands for new types of skills as well as changes in employment contracts. Most notably, organizations showed increased interest in employing workers on the basis of short or fixed term contracts rather than employing workers on the basis of implicit long-term contracts (Sverke, Gallagher & Hellgren, 2000). Furthermore, survivors of downsizing have to do more with less resources, increased work load and uncertainty regarding task performance is likely to be prevalent. As a result of the above-mentioned changes, job insecurity has emerged as one of the most important issues in contemporary work life (Sverke, Hellgren & Naswall, 2006).

### 2.6.22 Social support supervisor

Social support supervisor refers to the support that is provided by one’s supervisor (Van Der Doef & Maes, 1999). Some researchers have included supervisor support as an important determinant/dimension of QWL. Hawkins and Shohet (2000) also stated that a good supervisor can also help one to use one’s resources better, manage one’s workload and challenge inappropriate patterned ways of coping. Spence, Wilson, Kavanagh, Strong and Worrel (2001) maintain that the personal support aspect of supervision aims to optimize motivation, morale, commitment, and to minimize work-related stress, burnout and mental health problems of the employee. Scaife and
Walsh (2001) also support the inclusion of this as a legitimate focus of supervision, describing how supervision can provide an opportunity for dealing with the effects of organizational climate and professional relationships.

2.6.23 Social support colleagues

Social support colleagues refer to instrumental and emotional support provided by colleagues (Van Der Doef & Maes, 1999). According to Jenkins and Elliot (2004) support can be emotional, such as the action of caring or listening sympathetically, or instrumental, involving tangible assistance such as help with a work task. High levels of support have been associated with low levels of burnout in a number of mental health nursing studies (Kilfedder, Power & Wells, 2001).

Howard (2008) found that better social support from colleagues was one of the factors identified by clinical psychologists as factors most likely to alleviate stress.

To summarize, QWL is viewed as wide ranging concept, of which the determinants/dimensions include adequate and fair compensation, safe and health working conditions, social integration in the work organization that enables an individual to develop and use all his capacities, opportunity for continued growth and security, workers’ rights, recognition for achievement, meaningfulness and significance of work, workload/pressures and work, autonomy and control, enjoyment of work, creativity and innovation. These determinants/dimensions emphasize the good feeling perceived from the interaction between the individuals and the work environment.

2.7 CASE STUDIES ON QUALITY OF WORK LIFE


Indian Airline as a whole had 23,000 employees. The western region headquartered at Bombay had 5,700 employees. In order to provide motivation for increased performance, the management had signed a productivity linked incentive agreement with all eight unions. Depending on the type of employee, the criteria applied may be number of flying hours/aircraft, number of flying hours/pilot, number of flying hours/months, aircraft availability etc. These incentives formed the part of salary on specific period i.e. monthly. Also there was a profit sharing mechanism in vague, wherein a part of annual profits, if incurred, was distributed to its employees.
Earlier the management was not transparent, at least as identified by employees, because of which there were a lot of clashes in the organization. Efforts were made to improve the situation by increasing transparency of management. In order to achieve that: (a) there were clear cut guidelines framed for promotion and training policies; (b) employee welfare was discussed with trade unions; (c) efforts were increased to improve the system of communication down the line, by way of newsletter ‘Vimanika’ where top management including managing director had written on present thinking about various issues. Every month notice board shown the performance of previous month, number of passenger carried, etc; (d) a suggestion scheme also had been introduced. By offering a good suggestion, an employee could earn a reward up to Rs. 10,000. But somehow that scheme had not picked up much; (e) the management had started conducting a series of programmes in order to bring about attitudinal change, customer awareness, positive employee outlook towards customers etc as a part of a major training and development exercise.

As a part of welfare measures, Indian Airline provided: (a) Company accommodation to all executives and most of non-executives also; (b) Medical scheme covers serving as well as retired employees along with their family members; (c) Passage facility on board of Indian Airlines flights was provided free of cost to employees and their dependents.

There was no separate programme for job-enrichment in Indian Airline. Currently, it is individual initiative only that matters. Indian Airline had a well-developed system of employee appraisal. Supervisors were provided training on the method of assessment. But presently there was no need based training, which links employee appraisal and training for further enhancement of skills. Whoever was free in a department was sent for training. Currently there was a plan to set up a LAN connecting all centers with Central Training Establishment of Indian Airlines at Hyderabad. Performance appraisal would be checked and if it was found that an employee was lacking in a particular skill, he would be called for training. This was already in practice for pilot and engineers. It would be extended to all other employees in future. So needs would be exactly matched with the training. The major component of any quality of work life programme was the employee participation was management. Indian Airline had not reached that stage. There was no single area in
which employees were participating in management. Their roles were clearly defined, and instructions came always from the top. Now all decisions were taken by the management only.


TVS a well renowned large-scale manufacturer of motorcycles and mopeds. It was started in 1978 with Hosur plant and later on added on more plant at Mysore for manufacturing Scooty. Although, there were 4,000 employees with around 20 area offices all over the country. The founders of that group strongly believed in core values of trust and service right from the beginning of operation.

To meet the changing customer requirement, they had been continuously bringing in fresh blood to design and promote their products. Initially, the recruitment was done from southern India, but in 2000 they went for 60 percent recruitment from outside of that region. This was done to both at the entry level as well as in the middle level in the management and engineering cadre. The recruits comprised both male and female employees, while workmen were hired with minimum educational qualification of intermediate standard and were put to work after proper training. To be successful the organization also undertook major skill enhancement programme both at workmen and at managerial level. Later on, their performance was done to assess the effectiveness of the training programme. The best performers were identified and given opportunity to grow faster in the organization. Apart from this, they were also provided with cash rewards and they were even sponsored for continuing education programmes. Also they sent their engineers to Warwick and Cranfield University in UK. Further to enhance the TQM in the organization, the employees were also sent to AOTS Japan, University of Singapore for marketing programmes and to the University of Michigan for HRD related programmes. Training was also provided at Suzuki Japan.

In order to provide boost up to the productivity of the organization, the management prepared skill matrix for engineers for identifying the training needs. The training modules were prepared and conducted by overseas and indigenous faculty. The two top quality circle teams were sent to Japan, Singapore and Thailand to participate in QC conventions there. Besides that, they assisted in career and succession planning of
the managers and engineers mentoring programmes and comprehensive workshops for enhancing communication skills. Employees were also provided with recreational and residential facility, in-campus health care for keeping them healthy and energetic. All these efforts had ensured a single digit attrition rate.

2.7.3 The Hardwar Case of Bharat Heavy Electricals Limited

(De, Nitish, Alternative Design of Human Organisation, 1987)

The Heavy Electrical Equipment Plant located at Hardwar in Northern India was one of the production units of Bharat Heavy Electricals Limited. This was a large public sector unit employing over 9,000 employees with technical collaboration from a similar plant located at Leningrad. The Executive Director of this plant attended a quality of working life workshop in late 1974. There were number of cases from production unit from Norway, Sweden and Italy which presented and underwent thorough discussion. A.K.Khosla, the person concerned, was impressed and he invited a group of action researchers to try out new forms of work organization in that unit. The basic concern was to improve the employee motivation and morale with the objective of fulfilling the ever-increasing demands for electric power in the country.

The external change agents organized a series of workshops for (a) the trade union leaders with five distinct trade unions operating in the plant; (b) key managerial group; and (c) shop floor production managers and industrial engineers, with a view to identifying internal change agents. After which there were a number of intensive meetings held in which gradually the idea of developing experimental sites got accepted. About six internal change agents were also identified and they were exposed to socio-technical system literature and requisite framework of analytical skills. After some exploration in a number of shops it was found desirable to start two simultaneous experiments in two shops—one fabricating the upper part of the condenser unit and another the lower part. The key factors as emerged during the conclusion were:

1. The product was crucial and distinct with which an integrated work group could identify itself;

2. The two shop supervisors and their common superior, the manager showed active interest in the project;
(3) The shop floor trade union leaders were generally of a positive opinion and they were also keen to tryout the experiments.

A beginning was made in May, 1975. After a number of meetings with the concerned workforce, approximately 30 in each group, it was decided to set up two task teams from the two groups with rotating members. Except for two persons, who because of their leadership abilities, continued as members. The concerned supervisors were also members of the task force. The task force members represented different trade i.e. fittings, welding, fettling, crane operation and rigging. The workflow analysis was undertaken by the taskforce actively supported by the internal resource persons and the external social scientists. This analysis identified the various delay points and bottle necks in the work system. Having identified these restraining forces, some steps were suggested:

(1) Introduction of module system
(2) Theoretical knowledge to take place
(3) The members were free to rotate themselves and internal norms for maintaining discipline.
(4) The supervisor was released from routine supervising job so that he could handle grievances of the members of the work team.
(5) The members of the experimental groups were invited to different seminars to share their experiences.

2.7.4 QWL IN BHILAI STEEL PLANT
(Sources: Khanna. S.S., Organisation Behaviour, S. Chand and Co., 2005)

Non-statutory welfare programmes in the Bhilai Steel Plant (BSP) initially emerged because of geographical location. Housing was the main problem. Though BSP undertook extensive construction programmes, it also provided loans to its employees to construct their own houses. Medical and educational facilities followed, BSP had 520 bed hospital with the most modern facilities. Persons suffering from cancer or requiring artificial limbs were sent to other hospitals with an escort and expenses were reimbursed. BSP spent around Rs. 3 crores annually on that operation. There were approximately 40,000 children who were receiving free education with 1800 teachers
on the roll. Car, scooter and cycle loans were easily available with long term interest free payment plan. BSP also supported the Bhilai Mahila Samaj, a voluntary all women organization that stitched uniform and manufactured soap—all of which bought by 110 Bhilai Cooperatives. It had also initiated the village adoption scheme.

BSP’s most significant program was the establishment of (SEWA) Steel Employees Welfare Association in 1973 to promote social and welfare activities, to foster fellow feeling among employees, to create a social security fund, and to render financial assistance to nominees in the event of death of a member irrespective of the cause or place of death (SEWA,1975). These activities were over and above those are provided by statutory welfare. Contributions came from 50,000 employees (Rs. 125 per month per member). By the end of 1976 SEWA had settled 151 cases and paid out Rs. 8,48,750. A member contribution is refunded to him consequent upon his retirement/ resignation/ termination/ transfer to other establishment; and in the termination on medical ground, his contribution is doubled irrespective of the period of membership.

2.8 FEATURES OF QUALITY OF WORK LIFE

Quality of Work Life is a concept evolved to solve problems and achieve organizational development. Some of the features of Quality of Work Life are as under:

1. Team building and voluntary participation of employees in organizational development program.
2. Training of employees in team problem-solving.
3. An understanding of no loss of job in the event of loss caused due to implementation of programmes.
4. Training and development of employees.
5. Use of quality circle and organization for periodic meetings to review of the quality of products and to study the problems affecting employee performance at the plant level and general work environment.
6. Organization of meetings, brainstorming sessions to discuss on the matters of customer welfare, safety, quality, customer care and production schedules.
7. Job designing.
8. Skill training.
10. Evolving various methods to promote responsiveness of workers.
11. Any other issue, which promote employee autonomy, problem-solving and improvement of work culture within the umbrella of organizational development.

Model of QWL@

![Model of QWL](image)

Figure: 2.2 Model of QWL (Kondalkar, 2009)

**Relationship with peer group:**

Worker should enjoy freedom of action and they should undertake their work without any psychological burden. Relationship with the peer group and with superior must be cordial. Everyone should be able to express ones view without any fear and that expressed views should be considered by all and accepted if there is any merit in it. Interpersonal communication should be very high order.

**Working condition:**

Physical working condition and layout of the plant should be scientific. It should render physical comfort to the employees when undertaking any physical movement. Tools and literature should be available and they should not have to run around for the
same. Advice of the superior must always at hand. Factors like reasonable hours of
work, zero risk conditions and devoid of age restrictions, create good work
environment. Provision of factory act, 1948 should be followed and any compromise
on implementation is likely to have dangerous consequences in the work environment.

**Training and development:**

Nothing gives greater pleasure to the employees than when they are considered fit for
the next promotion. It is possible when all employees are imparted training on regular
basis. While workers can be trained on the regular jobs, it is executives training that
matters most. Following points should be considered:

(i) Organize regular seminar, group discussion and workshop.

(ii) Tie-up with professional institutes for training of your employees to upgrade
their skills.

(iii) Initiate research projects.

(iv) Collaborate with sister concern for training and development.

(v) Have knowledge management concept prevailing in your organization.

(vi) Obtain regular feedback from your employees on training and development.

**Job enrichment:**

Job enrichment refers to the process of making job more interesting, challenging,
satisfying and joyous. This is possible only if some new content are added to the job.
Job enrichment is done through job redesign. Among the job redesign study
conducted in India, study made by Nitish De is often referred. The study diagnosed
that fragmented work system, where everyone was concerned with his own trade
resulted in lack of emotional and rational commitment to the product, extensive idle
time because of independence of work, having done the same job for years and
workers felt bored with work. They lacked in sense of productivity and challenges.
They are encouraged to allow high degree of workforce involvement, participation,
self managing of work team.

**Empowerment leading to life space:**

Empowerment is a process to delegate the authority to subordinates to shoulder
additional responsibility based upon their knowledge, ability, skills, experience and
power to achieve autonomy, independence and quality of work life for organizational effectiveness. Those organizations are likely to survive that has excellent, qualified, dedicated and experienced manpower. To achieve this end, organizations should empower their employees in the turbulent times. Empowerment is an effective management tool to achieve maximum potential of employees. The old order of bureaucracy proposed by Max Weber is no more valid in present time. To achieve greater degree of involvement and responsibility a process of empowerment is necessary. Empowerment is the process of passing authority and responsibility to lower level in the organizational hierarchy to enhance feeling of self efficacy and sense of owing a job (Kondalkar, 2007). Manager’ management styles are to empower employees, and thereby to increase workplace environment. In turn are intended to result in good quality of work life, enhance citizenship behaviour and empowerment in work performance. Frequent transfers, late working hours, frequent tours are not recommended as it saps the energy of employees. It causes stress among staff and imbalance in work environment.

**Organization culture:**

It is observed that shared attitude and thoughts in an establishment that are based on a set basic norms and values, help members to know about the organisation. Organisation culture is not inherent, it has to be invented and later developed over a period of time. It makes possible employees to work within the framework of organizational culture. Internal and external environment both plays a significant role in developing the culture. Organization culture develop from the founder of the organization and value system held by them. Organisation culture also known as a function of the nature of work and goals of the organization. On the other side decentralised the work culture will enhance autonomy that will prone to greater job satisfaction in organization. Organizations should ensure that job demands are not excessive on the employee that it clashes with one’s personal life. If an appropriate organization culture is introduced in the organization, the quality of work life of employees will improve. It will lead to growth and higher productivity resulting achievement of competitive edge.
**Problem-solving:**

Group decisions are better than the decision taken by individual. In the same way group problem solving are recommended in the organizations. It is a general practice that the departmental heads/representatives of section/domain should meet periodically (once a week) to take a stock of the situation or resolving problems that may be faced by the department/domain/section. It is recommended that all individuals be trained in such a fashion that corrective measures are taken in process and that problem creation is avoided. The psychological bent is important in this regard. If the employees are satisfied, happy and have developed a sense of belongingness to the organization, the problems are generally reduced. Quality circles play decisive role in problem solving in the organization.

**Decision-making:**

No business can survive with effective decision-making. Decision-making is an important part of the very function of management. According to Peter.F. Drucker, “Whatever a manager does, he does it with decision making”. Decision lies deeply embedded in the process of management. Decision making involves thinking and deciding before doing and so is inherent in every management functions. A decision maker should ask following questions these following questions:

(i) What is my objective?
(ii) What does it involve?
(iii) How far can I plan now?

This is why decision making is often called the essence of managing. Rational decision making involves following stages: (i) Diagnosing and define the problem (ii) Analyzing the problem (iii) Collection of data (iv) Developing alternatives (v) Review of key factors (vi) Selecting the best alternatives (vii) Putting the decision into practice (viii) Follow up.

**Effective decision making must be rational:**

Rationality is the capability to proceed with a systematic, logical and thorough approach in decision-making process. Hence a decision is taken after comprehensive analysis i.e. reasoning, weighing the consequences of various alternatives, such a
decision is called as rational decision. In present scenario decisions are supported by
decision support system and quantitative techniques are available for managers to take
decisions. He must make extensive use of this data bank. Large volume of data is
available through electronic media. Knowledge management has also been added an
extra function. It is the responsibility of the management to promote creativity and
innovative ideas among the working class. These must be rewarded.

**Quality of Work Life:**

If the above factors are attended to on long-term basis the human technological-
organizational interface will be achieved. Organizations will get willing workers who
are progressives and dedicated themselves to the growth of the organization.
Objective of Quality of Work Life is to improve the general working environment of
the organization. Lawler (1975) mentioned that one of the way of measuring Quality
of Work Life (QWL) is to focus on the behavioral outcomes such as rate of turnover,
absenteeism, drug abuse, alcoholism, mental and physical illness resulting from
psychological harmful jobs. Dubin et.al, (1975) point out that job involvement or the
self investment of individuals at work is a good index of QWL experienced at work.
While celebrating of QWL, International Labour Office (ILO) enumerates the
following areas as determinant of QWL-

a. Hours of work and arrangement of working time.
b. Work organization and job content.
c. Impact of new technologies on working conditions.
d. Working condition of women workers, young workers, old workers and other
category.
e. Work related welfare services and facilities
f. Shop floor participation in the improvement of working conditions.

Quality of Work Life, not together only employee point of view but also considered
from organisational point of view that includes factors which measures organizational
growth and effectiveness. These include profits, market share, customer satisfaction,
product quality, product innovativeness, service after sale and image they carry. QWL
is therefore measured by combined impact of individuals and organizational growth
2.9 QUALITY OF WORK LIFE (QWL) AND ITS RELEVANCE IN INDIAN CONTEXT

Indian philosophy advocates self-actualization as the goal of life, and the work as a way of life instrumental in achieving the ultimate goal. “Work-life, according to the Indian view, is itself a spiritual discipline. The process of refinement to realize this objective or the identity of the self is yoga or work”. Swamy Yaktananda (1980) says according to the traditional teachings, the work place is a temple and work is worship. “The basic philosophy - the central theme of Gita - is ‘Karma Yoga’. Karma Yoga is concerned with multifarious development. The development of the self, the community, the society and industry is possible only through Karma Yoga. Karma Yoga means action, duty or work which is not prohibited, which is not harmful, and which is not performed with a selfish motive but with the object of serving humanity. Most of researchers in QWL suggest that in Indian context, the realities of heightened poverty, increasing unemployment, unreasonably high disparity between poor and rich cast some doubt on the authenticity of this concept. It is further pointed out that “In India a man is infrequently judged by what work he does”. More often the criteria are: how he relates with others, e.g., family and friends, how willing is he to make sacrifices for his sons. He would rarely move out where the work taken him. Rather he would strive to bring their work nearer home so that he can shuttle back and forth between the place of work and the place to which he belongs to. If that is so, a closer scrutiny is warranted for understanding the areas of overlap between the work-life and off work life and the way they tend to be interrelated.

Further Sinha (1997) suggests that the foremost indicator of quality of life in India would be the possibility of the fulfillment of the basic needs of man and secondly, reduction of the vast economic disparities in the haves and haves not. This would lead to more completed job behavior and increase in productivity which we desperately need in order to meet the basic requirements of the majority. Although in India, high unemployment makes any work attractive, however, three critical elements do apply for organization to become more responsive (Rao, 1983). These are: Technological changes in work; educated entrances; and Market uncertainties.

There are several pertinent aspects of the movement for quality of work life
particularly in the context of India and other developing countries that merit consideration.

1. The quality of work life of people work environment relationship forms an integral whole and where the level of interaction among the three is very high resulting in a state of dynamic equilibrium. It is only in a state of dynamic equilibrium that the status of orientation of people in organization can be replaced by adaptive action orientation.

2. The design of work system of in developing countries, therefore, will have to be such as to take into account the mutuality of relationship between work organization and the socio-culture realities. There will, inevitably, be the need to initiate action research in a variety of settings and on a large scale which alone can provide an insight into the nature and dynamics of inter linkage between the work system and socio-culture system.

3. In most developing countries, work redesign can become a powerful instrument of cultural and attitudinal change. Certain values, attitudes and cultural attributes acquired in the new work system can manifest themselves in the socio-cultural and political system as well. Thus, while in the case of India, the bureaucratic form of work organization reinforces the authoritarianism of traditional society, the redesigned work system based on participative principles will tend to foster democratic values in the society at large.

4. While it will be necessary to inculcate new values and attitudes in the work place, it will also be equally desirable to design such systems which will sustain and strengthen the predominant patterns of behaviour that already exist in a given culture. Thus, in case of India, proposed alternative form of work organization with semi-autonomous group as unit is more geared towards incorporating the main orientation of people, as also some of the characteristics of socio-culture conditions prevailing today.

In developing countries such as in India only superficial attention has been paid to such a vital area of concern. The quality of work life movement provides a value framework and a philosophy which has a long term implication for the human resource development. In Indian context, there is a need to recognize employees’ economic, social and self actualization needs accordingly so that they could develop
their potential qualities and experience better Quality of Work Life (QWL). Thorsurd (1981) revealed in the study on Quality of Work Life (QWL) programmes that took place in India.

The important implications of his report is that new form of work organization can be applied to developing countries, as low education is not a problem for work restructuring. Therefore, monetary incentives can be used for changing work organization for developing countries like India. It may be pointed out here that the Western approach to QWL should not be applied to the Indian context without searching the inner and social relevance of the concept. India is still in the grips of extreme poverty, lack of education and exploitation. The ferocious cycle continues. Hence, any attempt to study and apply QWL concepts will not fetch much significance and relevance without looking into the environmental and other surrounding factors to bring a real meaning and effects of QWL in micro and macro context.
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