CHAPTER – II

QUALITY OF WORK LIFE AND JOB SATISFACTION

A FRAMEWORK

An overview of the literature and concept is presented in this section with a view to draw out the conceptual, theoretical and empirical development of the variables and their assessment.

2.1 QUALITY OF WORK LIFE (QWL)

2.1.1 INTRODUCTION

The total life space of human beings can be classified into three: family life, working life and social life. These three divisions of human life are interrelated and interconnected. Failures of any one or two affect the quality of the other/others badly. So, the total quality of life of the people depends on the quality of family life, work life and social life. In order to improve the total quality of life of the people, a balance between family life, work life and social life is essential.

The economic development of a nation lies on the improvement of the quality of life of its citizens. All economic activities are directly or indirectly aimed at achieving better quality of life. People spend major part of their time in some economic activities viz. agriculture, industry, mining, fishing etc. The efficiency of each activity depends on the Quality of Work Life of the people.
The Quality of Work Life has an important bearing on the total quality of the people’s life. A high Quality of Work Life leads to a high quality of life of the people and vice versa. Thus Quality of Work Life has been considered as a means and at the same time an end in itself. It is an end because the total quality of life can be achieved only through the Quality of Work Life.

Morale refers to a feeling of enthusiasm, zeal, confidence in individual or groups that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects his attitude to work, environment and to his employer, and his willingness to strive for the goals set for him by the organisation in which he is employed. Morale affects output, the quality of a product, costs, cooperation, enthusiasm, discipline, initiative and other ingredients of success. It affects an employee's or a group's willingness to work and co-operate with the best interest of the individuals or groups and the organisations for which they work. One of the most interesting approaches to improve the morale of the workers is improving the Quality of Work Life.

2.1.2 THE CONCEPT OF QUALITY OF WORK LIFE

Quality of Work Life is not only concerned with monetary aspects that a modern employee concerns himself with but also with conditions of employment, interpersonal conflicts, role conflicts, job pressure, lack of freedom of work and absence of challenging work etc. Employees look forward to the conducive and congenial working conditions and favourable terms of employment. As such productivity and efficiency of an organisation largely depend upon the Quality of Work Life provided by the organisation.
According to Ranganayakulu the term Quality of Work Life means, "the favourableness or unforgettableness of a job environment for an organisation's employee” and the term Quality of Work Life means, "programmes representing a systems approach to job design and job enrichment which will make job more interesting and challenging. Programmes are closely associated with the socio-technical systems approach"

Rosow explains the importance of work more in detail and relates it to success and failure of a man in his society. According to him "Work is the core of life considering the deeper meaning of work to be individual and to life’s values: work means being a good provider; it means autonomy; it plays off in success, and it establishes self-respect or self-worth. Within this frame work the person who openly confesses active job satisfaction is virtually admitting failure as human, a failure in fulfilling his moral role in society"

Richard Walton who had taken up extensive research on Quality of Work Life made significant contribution for the conceptualization of the term Quality of Work Life. In fact, measuring the Quality of Work Life has become easy and practicable with the factors/elements that he proposed. According to Walton, "Quality of Work Life is the work culture that serves as the corner stone"

The American Society for Training and Development appointed a task force on the QWL in 1979. The task force defined Quality of Work Life as, "a process of work organisations which enables its members at all levels to actively participate in shaping the organisations environment methods and outcomes. This value based process is aimed
towards meeting the twin goals of enhanced effectiveness of organisation and improved quality life at work for employees". According to this definition, Quality of Work Life is a process of work organisation designed to enhance the effectiveness of an organisation and improve the Quality of Work Life of its employees.

Cohen and Rosenthal have focused attention on the employee - satisfaction. They describe Quality of Work Life as, "an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organisational performance and employee satisfaction".

Robert H. Guest a behavioural scientist talks about feelings of an employee about his work while defining QWL. He further points out the effect of QWL on person's life. According to him, "Quality of Work Life is a generic phase that covers a person's feelings about every dimension of work including economic rewards and benefits, security working conditions organisational and interpersonal relationships, and its intrinsic meaning in a person's life" and "it is a process by which an organisation attempts to unlock the creative potential of its people by giving them participation in taking decisions which will affect their work lives".

In the words of Mansell and Rankin "Quality of working life is the concrete expression of a particular set of beliefs and values- about people, about organisations and ultimately about society".
2.1.3 EVOLUTION OF QUALITY OF WORK LIFE

Legislation enacted in early 20th century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930 and 1940s which were the initial steps. Emphasis was given to job security due to process at the work place and economic gains for the workers. The 1950s and the 1960s saw the development of different theories by psychologists proposing a “positive relationship between morale and productivity”, and the possibility that improved human relations would lead to the enhancement of both. Attempts to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally, in the 1970s the ideal of QWL was conceived.

The theories of motivation and leadership provided a sound base for the concept of QWL. If the lower-order needs are satisfied, people seek satisfaction for the higher order needs.

QWL is much broader and more diverse than organizational development in ensuring adequate and fair compensation, safe and healthy working conditions, opportunities for personal growth and development, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities, and the social relevance of work-life.

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

The term “Quality of Work Life” has appeared in Research Journals and press in USA only in 1970’s. The term Quality of Work Life was introduced by Louis Davis. The first International QWL conference was held in Toronto in 1972. Several QWL projects were initiated during the early 1970’s. The international council for Quality of Work Life was established in 1972.

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 employee 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, etc (Lawler, 1982). In the 1980s, emphasis was increasingly placed on employee-centered productivity programmes. From the mid 1990s till today employees have been faced with challenges of downsizing and corporate restructuring. QWL is emerging where employees are seeking more meaning with rising educational levels and occupational aspirations. In today’s volatile economic growth and reduced opportunities for advancement, naturally, there are rising concerns for QWL.
Outcome of the Second International Conference on Quality of Work Life, held in Toronto is that Quality is no more a specialized word but has become a necessity and must work for the survival. In this era, Quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human inputs rises from maintaining the Quality of Work Life perfectly. A perfect Quality of Work Life would help the organization. Rise in the Quality of Work Life would help employees’ well being thereby promoting the well being of the whole organization. This is an attempt to capitalize the human assets of the organization.

2.1.4 CENTRE FOR THE QUALITY OF WORK LIFE

The American Center for the Quality of Work Life (year of setup) has been dedicated to labour – management collaboration for QWL improvement. This centre defines a QWL Programme as “any kind of activity at every level of an organization which seeks greater organizational effectiveness through enhancement of human dignity and growth, a process through which the stakeholders in any organization – managers and union(s), and employees – learn how to work together….to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved Quality of Work Life for all members of the organization and greater effectiveness of both the company and the union”.

In 1977, the staff of the American Center for the Quality of Work Life developed the following definition: “Quality of Work Life improvements are defined as any activity which takes place at every level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth… a process through
which the stakeholders in the organization – management, unions and employees-learn how to work together better… to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved quality of life at work for all members of the organisation and greater effectiveness for both the company and the unions.

2.1.5 EIGHT BEST PRACTICES OF QUALITY OF WORK LIFE

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

(i) Adequate Income and Fair Compensation

Motivation experts believe that money is still an important motive, which makes people work on the job. However, people also want to see fairness and adequacy in their pay rewards. Equal pay for equal work and pay that is linked to responsibility, skill, performance and individual accomplishment are viewed with great importance. Pay must also be competitive with the external labour market and should be responsive to prevailing practices and changing economic conditions.

(ii) Safe and Healthy Working Conditions

An organisation must create working conditions that are physically and psychologically safe for its workers. The emergence of ergonomics in the 1950s has significantly improved equipment design and plant layout to enhance the physical as well as psychological comfort and safety of the workers.
(iii) **Immediate Opportunity to Use and Develop Human Capacities**

Development of its workers involves training, skill developments, recognition, and promotion. Work assignments should be made challenging enough to expand skills, abilities, and knowledge. They should create a positive effect on self-esteem, autonomy, involvement and motivation.

(iv) **Opportunity for Continued Growth and Security**

There must be employment which provides for continual growth and job & income security. Opportunities for training and advancement should be considered.

(v) **Social Integration in the Work Organisation**

The work environment should provide opportunities for preserving an employee’s personal identity and self-esteem through freedom from prejudice, a sense of community interpersonal openness and the absence of stratification in the organisation.

(vi) **Constitutionalism in the Work Organisation**

There should be the right to personal privacy, free speech and equitable treatment in the workplace.

(vii) **Work and the Total Life Space**

A person’s work should not overbalance his life. Ideally, work schedules, career demands and travel requirements should not take up too much of his leisure and family life.
(viii) Social Relevance of Work Life

The standing of an organisation in society can influence an employee’s value of his work and career. The workers perceive the organisation to be socially responsible in its products, waste disposal, marketing techniques, employment practices and so forth.

2.1.6 APPROACHES TO QUALITY OF WORK LIFE

The Quality of Work Life movement traditionally has been closely identified with the job redesign efforts based on socio-technical systems approach. During 1980s the concept of Quality of Work Life has been broadened to include a number of approaches aimed at joint decision-making, collaboration and mutual respect between management and employees, increased autonomy at work place, and self management.

QWL model based on Maslow’s Hierarchy

Maslow, whose insight into needs satisfaction still forms a large portion of what we consider modern-day management, closely followed. Maslow’s model focused on needs satisfaction but took the concept all the way to self-actualisation. The following Figure provides a simplified QWL model based on Maslow’s ideas.
QWL model based on Maslow’s hierarchy

This model represents the view that considers Ethics and Morality as fundamental concepts that underpin the Justice framework. When Justice needs are satisfied it leads to self-actualisation that in turn enhances QWL.

2.1.7 DETERMINANTS OF QUALITY OF WORK LIFE

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

1. Related Factors

It includes employee commitment on the job, employee involvement and influence on the job, advancement based on merit and opportunities that lead to use one’s own capacity.
2. Work-Environment Factors

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

3. Relational Factors

This is a main motivating and driving factor which amounts for the psychological satisfaction and it includes the work group relations, union management relations, worker supervisor relationship etc.,

4. Financial Factors

These factors incorporate adequate financial compensation in financial benefits which include a good wage packet with attractive prerequisites. When management fails to concentrate on this then it amounts to other problems.

5. Personality Temperament

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

6. Job Design

Job design plays a vital role in the effectiveness of any Quality of Work Life programmes. So the personal specialists will have to give due emphasis while designing the job where in the employees can have a say to their work, work environment, grievances, promotion, pay packer, etc.
2.1.8 SPECIFIC ISSUES IN QWL:

Klott, Mundick and Schuster suggested 11 major QWL issues:

1. Pay and Stability of Employment:

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

2. Occupational Stress:

   Stress is a condition of strain on one’s emotions, thought process and physical conditions. Stress is determined by the nature of work, working conditions, working hours, and pause in the work schedule, worker’s abilities and nature that match with the job requirements. Stress is caused due to irritability, hyper excitation or depression, unstable behaviour, fatigue, stuttering, trembling, psychosomatic pains, heavy smoking and drug abuse. Stress adversely affects employee productivity. In order to minimize stress, the employee has to identify, prevent and tackle the problem.

3. Organisational Health Programmers:

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

4. Alternative Work Schedules:

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

5. Participative Management and Control of Work:

Workers feel that they have control over their work, use their skills and make a real contribution to the job if they are allowed to participate in creative and decision making process.

7. Recognition:

Recognising the employees as human beings rather than as labourers increases the QWL. Participative management, awarding and rewarding the systems, congratulating the employees for their achievement, job enrichment, offering prestigious designations to the jobs, providing well furnished and decent work places, offering membership in clubs or associations, providing vehicles, offering vacation trips are some means to recognize the employees.
8. Pleasant Worker-Supervisor Relations:

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

8. Grievance Procedure:

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

9. Adequacy of Resources:

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

10. Seniority and merit in promotions:

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

11. Employment on permanent basis:

Employment of workers on casual, temporary probationary basis gives them a sense of insecurity. On the other hand, employment on permanent basis gives them security and leads to higher order QWL.
2.2 JOB SATISFACTION

2.2.1 INTRODUCTION

In any organization, man power is very important to convert the available resources effectively. It is proved by sentence of Andrew Carnegie quoted - "Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory."

Andrew Carnegie defines the importance of man power in organization so, if people are very important in management, their behaviour is also getting more important in organisation now-a-days. Work place behaviour of a workman depends upon their job and job related satisfaction. Every management must consider, should take efforts to understand the needs of workmen and their expectations in the job and create job satisfaction. If workers are satisfied with the organisation, they work effectively, for the success of the organisation. Therefore job satisfaction of an employee is more vital.

Job satisfaction is an integral component of organizational health and an important element in industrial relations. The level of job satisfaction seems to have some relation with various aspects of work behaviour such as accidents, absenteeism, turnover and productivity. Job satisfaction is the end feeling which may influence subsequent behaviour. Thus, job satisfaction is an employee’s general attitude towards his job.
Job satisfaction is a result of employees’ perceptions of how well their job provides those things that are viewed as important. It is seen as the emotional response to a job situation. Job satisfaction can be described under three dimensions:-

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

There are a number of job characteristics about which employees have affective responses. The first characteristic is the work itself, it must provide opportunities for learning, be challenging and of interest. The second characteristic is the monetary benefit. Most workers fail to understand the benefits they have in monetary terms. There is a feeling that employees should be given a flexible benefit plan that allows them to choose the benefits they feel are suitable for their needs. If this is in fact the case then benefits would lead to job satisfaction. In view of the third characteristic of promotion opportunities, it is believed that workers who are promoted based on seniority rather than performance seem to have more job satisfaction. Job satisfaction is also seen as a psychological satisfaction which employees derive from performing a job. Performance of the job by an employee also requires that his/her expectations and aspirations in terms of reward, considerations and fulfilment of his/her needs, etc. be met. If these are fulfilled, he/she will be satisfied with the outcome of job performance and greater job satisfaction would generally motivate the employees in performing their tasks more efficiently and that results in company productivity.
2.2.2 THE FOUR P’S OF JOB SATISFACTION

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

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

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

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

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

The organisations, therefore, have a responsibility to encourage innovative thinking into the minds of the employees. For the employees to have that confidence, the managers have to show recognition, trust, encouragement and delegation. That leads to job satisfaction. Once the employees experience job satisfaction, they automatically gain confidence and commitment, and in turn, become trustworthy.

2.2.3 FACTORS INFLUENCING JOB SATISFACTION

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

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

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

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

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

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

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

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

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

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

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