

# Quality of Work Life- A Determinant for Job Performance

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## *Abstract*

*The ASTD Model of human resource management has identified 9 input areas in the form of spokes of the wheel and 3 output areas in the centre. Out of this outputs, Quality of Work Life occupies the paramount place as a measure determinant for job performance, it is assumed that that work life is if made more rewarding and challenging and less boring/routine the employees in the organization feel more rewarding and make them involve in the work. Thus involved leads to high morale and lot of commitments. The Commitment in turn leads to productivity if is the ultimate aim of any organization.*

*The integration of individual growth and organizational productivity turns into organizational effectiveness, if organizational citizenship is enhanced in the employees, belongingness becomes the prominent scene. The individuals feel themselves as part of the system and not only the nuts and bolts, this increased pride in the organization catalyze an individual to perform their individual jobs in better way.*

*This paper has attempted to location the factors which are taken as important for enhancing QWL and improving the Job Performance.*

**Introduction:** Quality of work life is a multifaceted concept. The premise of quality of work life is having a work environment where an employee's activities become more important. This means implementing processes or policies that make the work less routine and more rewarding for the employee. These processes or policies include

**Autonomy**

**Recognition**

**Belonging**

**Progress and Development**

**External Rewards**

## **Defining Variables:**

- **Autonomy** deals with the amount of freedom that employees can exercise in their job.
- **Recognition** involves being valued by others in the company.
- **Belonging** refers to being part of the organization.
- **Progress and development** refers to the internal rewards available from the organization
- **External rewards** which are usually in the form of salary and benefits also include promotion, rank and status.

Several other notable factors that influence quality of work life are Adequate and Fair compensation, Safe & Healthy working conditions, Opportunity to use and develop human capabilities, Opportunity for career growth etc. Quality of work life provides for the balanced relationship among work, non-work and family aspect of life hours including overtime work, work during inconvenient hours, business travel, transfer, vacation etc.

There has been much concern today about the decent wages, convenient working hours, Conducive working conditions, etc. This term “Quality of Work life” has appeared in Research Journals and press in USJ only in 1970s.

There is no generally acceptable definition about this term. However, some attempts were made to describe the term quality of work life QWL. It refers to the favorableness or unfavourableness of a job environment for people. J. Richard and J. Lay define QWL as ‘the degree to which members of a work organisation are able to satisfy important personnel needs through their experience in the organisation.’

The quality of work life(QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as to grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees. A high quality of work life is essential for organizations to continue, to attract and retain employees. Many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. Japan has emerged as wonder nation of the last century overshadowing even USA and Germany because of emphasis on three factors viz; human ethics, human behaviour and work culture.

The term QWL gained importance in the late 1960s as a way of concern about effects of job/work on health and general well-being and ways to positively influence the quality of a person’s work experience. Up until the mid 1970s, employer’s concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other aspects that affect employees' job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs.

However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in past was to include, financial figures in defining “a good company”. Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations. Bagnara, Mariani and Parlangei (2001) found in their survey that people working in high technology enabled and uncertain working environment are more vulnerable to stress than others. Martinsons and Cheung (2001) concluded from their research

that frequent changes in work environment directly or indirectly influence the performance and productivity of IT professionals. Indeed the changes in working conditions result in stressful conditions and the employees are still expected to perform under stress. Now the organization needs to have effective coping strategies in place; to handle the after effects of performance under stress.

Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life approach considers people as a 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

**Rationale:** Job Performance is becoming very important now-a-days. Many families are suffering many problems due to this burden of job performance. Corporate only want their targets to be achieved at any cost for this reason Quality of Life is diminishing day by day, families are getting separated, and couples usually get break up due to this pressure. Companies want to cut their cost by allocating more and more work to individuals in the organization, this result to high turnover and absenteeism, declining in Quality of life.

A factor contributing to the problem was that the worker themselves were changing. They become educated, more affluent and more independent; they began reaching for higher-order needs, something more than merely earning their bread. This gave rise to more job dissatisfaction and decline in quality of Work life.

So this research is conducted to study the impact of Job performance in quality of work Life.

### **Objectives of Study**

- To find out factors for quality of work life.
- To find out effects of quality of work life.
- To find out ways to improve quality of work life.
- To gain an insight into current working time policies and practices, as well as work-life balance.
- To complement existing Foundation data and research on working time largely based on surveys of individual workers and on literature reviews.

**Review of Literature:** Both employers and employees now better appreciate the importance of the Quality of work life in an organization. Normala and Daud (2010) in their study—Investigating the Relationship between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firm say that the quality of work life of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment.

Datta (1999) in his study —Quality of Work Life: A Human Values Approach say that in a deeper sense, quality of work life refers to the quality of life of individuals in their working organizations—commercial, educational, cultural, religious, philanthropic or whatever they are. Modern society is organizational society. Individuals spend much of their lives in organizations. Hence, the importance of quality of work life is unquestionable. Bertrand and Scott (1992) in their study —Designing Quality into Work Life|| found that improvements in the quality of work life are achieved not only through external or structural modifications, but more importantly through improved relations between supervisors and subordinates. Quality of work life is an important factor that affects motivation at work (Ghosh, 1992).

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the —basic elements of a good quality of work life|| as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Taylor (1979) more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that relevant Quality of working life concepts may vary according to organization and employee group.

## **Research Methodology**

**Data Collection:** Research work is totally based on Secondary data which has been collected from various sites, books etc.

**Tools for Data Analysis:** Through journals analysis this research paper was made and findings are according to the analysis of them and considering key factors which directly affect the quality of work life.

**Summary, Findings and Suggestions:** In this chapter, an overview of the important aspects of the Investigation, the major findings, their practical implications and proposals for further research are presented in brief.

**Study in Retrospect:** The different stages of the investigation such as the statement of the Problem, objectives, methodology used, Findings are viewed retrospectively.

**Restatement of the Problem:** As stated earlier, the investigation was intended to examine the extent of Quality of Work Life- a determinant for job performance and to identify the correlates of these variables.

**Major Findings:** The major findings of the study are given below:

### **Extent and Level of Quality of Work Life among the Professionals**

The percentage of professionals having high level of QWL is significantly high. The population value of the percentage lies between 70 and 80 at 95% confidence level. However professionals with highest level of QWL are only 5 to 11 percentage at 95% confidence level.

**Implications of the Study:** The main aim of the study was an in-depth examination of the relationship of Quality of Work Life and Job Performance of professionals with the independent variables. Based on the findings evolved from the investigation, the investigator made an attempt to put forth the following suggestions regarding the QWL and JB of professionals.

1. To improve the Quality of Work Life of the professionals, Work Assessment Committees may be constituted in the organizations, headed by a qualified professional. The Committee shall meet frequently and assess the performance and appreciate the sincere efforts made by the professionals.
2. The professionals may be given due participation while framing policies in the organization they serve, which will give them a feeling of being a part of the whole. This will help them to contribute to the achievement of the institution's goals.
3. Professionals at entry cadres and junior level may be given on-the-job training to make the job and the service more qualitative and useful. Also efforts may be made to find out the skills and talents and the area of interest of the professionals and tap it for the improvement of one's own welfare and that of the organization, which may improve the work efficiency.
4. In the current scenario, the professionals do not identify their position in the organization they serve and in the society they live. To solve the identity crisis, their designations should be clearly specified.
5. There shall be chances of open forums for professionals to have better exchange of their professional matters and discuss their problems to improve their service quality and to make them satisfied in their job. The proposed 'Quality Circle's are small informal units of professionals formed in the organization for meeting the professionals at frequent intervals. The professionals shall meet at short intervals in their work place to discuss their professional matters which will help them to make radical changes in their services and may also help to find remedies in the crisis they confront in their day today professional life. This may improve the quality of work life of the individuals.
6. Fringe benefits given to the professionals may be enhanced. The employees shall be provided with canteen, crèche, recreation and entertainment, health facilities etc. in their work place. They may be given club membership, chairman's club membership, provision of conveyance with drivers, petrol reimbursements, medical facilities, education for self and for spouse and children. This will enable them to have more belongingness with the organization.
7. Professionals may be made very friendly with usages of modern information gadgets like Internet and computer technologies. They shall be imparted proper training and orientation to equip them to rise up to meet the current requirements.
8. QWL and JP are found significantly and positively correlated. So increasing the levels of Performance is one of the best ways to enhance QWL. Hence it is suggested that, on the basis of the outcome of the study, effective Job Performance programmes may be adopted in organizations to maintain the performance at Standard levels.

**Suggestions for Further Research:** The findings of the present study are reasonably limited in its scope with regard to many aspects. The results can be made more elaborate if a number of future scientific enquiries are conducted in this area. Hence the following research areas are identified and suggested for further research on the Quality of Work Life and Job Performance of Professionals.

1. The study can be extended to identify the pattern of relationship among different dimensions of Quality of Work Life of professionals.
2. A factor comparison of Quality of Work Life of professionals in Organization with respect to select variables can be made.
3. The study can be extended incorporating psychological and institutional variables such as
  - a) Self concept
  - b) Achievement motivation
  - c) Motivation to manage
  - d) Amount of technology
  - e) Organizational climate
4. Quality of Work Life and Job Performance of other professionals like teachers and scientists can be explored and compared with that of professionals.

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