
**An exploratory study on quality of work life and its impact on
organizational effectiveness**

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ABSTRACT

India has a reputation as the reservoir of world's most talented and skilled Human Resources. Personnel management has many concerns one that affects human resources specialists and most people is the Quality of Work life, it is safe to say that most people want they would consider a good quality life. The efficiency of employees depends to some extent, on the environment in which they work or perform. So it is very much needed to explore the ways to bring quality and satisfaction to their work life. The present study has been undertaken in one of the leading manufacturing sector of Bharuch, Gujarat. The aim of the study is to know the variables which bring satisfaction to work life and the factors which affects the quality of work life. Sample covers 60 middle and senior level employees. The findings of the present study shows the link between different variables of quality of work life and its relation with organizational effectiveness.

Keywords: Quality, work life, organization, effectiveness, parameter of quality of work life and factors affecting quality of work life.

1. Introduction

India has a reputation as the reservoir of world's most talented and skilled Human Resources. Personnel management has many concerns one that affects human resources specialists and most people is the Quality of Work life, it is safe to say that most people want they would consider a good quality life. Because most of us spend some 40 to 50 years of that life on the job, the quality of life at work and important issue. The effectiveness of the organisation depends on the efficiency of its employees. The efficiency of employees depends to some extent, on the environment in which they work or perform. The human resources have the need to derive satisfaction from the work they do, in which the HR plays a potential role in fulfilling the need. So it is very much needed to explore the ways to bring quality and satisfaction to their work life.

Gani (1993) in his study stated that the core of the Quality of Work Life concept is the value of treating the worker as a human being and emphasizing changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making. The success of any organization depends on how it attracts, retains, and motivates its workforce. Organisations need to be more flexible so that they can develop their talented work force and gain their commitment. Thus organisations are required to retain employees by addressing their work life issues. The elements that are relevant to an individual's quality of work life include the

task, the physical work environment, social environment within the organisation, administrative system and relationship between life on and off the job.

2. Providing quality work life involves taking care of the following aspects like

1. Occupational Health
2. Working conditions
3. Suitable working time
4. Appropriate salary
5. Opportunity to develop human capabilities
6. Growth and development
7. Employee participation
8. Welfare facilities
9. Balance between family and work life

Quality of work life consists of opportunities for active involvement in group working arrangements or problem solving that are mutual benefit to employees or employers, based on labor management cooperation. People also conceive quality of work life as a set of methods, such as autonomous work group, job enrichment, and high involvement aimed at boosting the satisfaction and productivity of workers. It requires employee commitment to the organisation and an environment in which this commitment can flourish. Providing quality of work life not only reduces attrition but also helps in reduced absenteeism and improved job satisfaction. Quality of work life not only contribute to company's ability to recruit quality people, but also enhances a company's competitiveness. Common belief support and contention that quality of work life will positively nurture a more flexible, loyal and motivated workforce, which are essential in determining the company's competitiveness.

3. Objective of study

1. To understand the quality of work life and its impact on organisational effectiveness.
2. To study the factors that affects the quality of work life.
3. To study about the perception of employees about quality of work life
4. To study the different variables that leads to better quality of work life

3.1 Sample

The sample of the study is 60 managerial and non managerial employees.

3.2 The scoring pattern

On the five-point scale there are five choices for each statement that is 5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree. There are 59 statements that comprises with eight factors and they are working conditions, Opportunity to develop Human Capabilities, Career growth and Opportunities, Group work related factors, Work environment, Employee Participation, Welfare Participation and Balance between family and work life.

4. Data analysis and interpretation

Aim of the researcher is to know quality of work life and its impact on organizational effectiveness. From the data it is positively make out that employees opined that

organizations working environment, opportunity to grow and develop, employees participation, balance between work and family etc have impact on organizational effectiveness.

Table 1: Working conditions

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I'am satisfied with the drinking water facility in my organisation	40(66.67)	20(33.33)	-	-	-
2	I'am being provided with medical facility	30(50.00)	28(46.67)	1(1.67)	1(1.67)	-
3	The canteen facility is satisfactory in my organisation	16(26.67)	30(50.00)	2(3.33)	12(20.00)	-
4	I'am satisfied with the transportation facility of otganisation	16(26.67)	24(40.00)	2(3.33)	18(30.00)	-
5	I'am satisfied with the sports and games facility	10(16.67)	37(61.67)	4(6.67)	9(15.00)	-
6	Organisation has a good library facility	40(66.67)	19(31.67)	-	1(1.67)	-
7	Organisation has good spacious lunch room facility	41(68.33)	19(31.67)	-	-	-
8	Rest duration is sufficient enough for relaxation from stressful work.	19(31.67)	34(56.67)	1(1.67)	5(8.33)	1(1.67)

Figure in parenthesis indicates percentage source field investigation

Working conditions refers to the conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like. Working conditions does have impact on the performance of the employees. From the above table it can seen that the employees are relatively positive about the working conditions such as drinking water, medical, transportation, library, rest room and the like. . Thus, Quality of Work Life (QWL) reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job. With the increasing levels of development, the working environment has also become more competitive

Table 2: Opportunities to develop human capabilities

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	I learn new skill while i'am on the job	39(65.00)	21(35.00)	-	-	-
2.	My job makes use of my existing skills appropriately	32(53.33)	27(45.00)	1(1.67)	-	-
3.	I feel that I can use my maximum capabilities and abilities in my work	30(50.00)	29(48.33)	-	1(1.67)	-
4.	Training programmes helps me to develop my inner skills.	32(53.33)	25(41.67)	2(3.33)	1(1.67)	-
5.	My job provides continuous improvement and long term learning.	30(50.00)	28(46.67)	1(1.67)	1(1.67)	-
6.	Organisation has faith in its employees talents	19(31.67)	34(56.67)	3(5.00)	4(6.67)	-
7.	Any employee can participate with innovative ideas in the organization goals and objectives.	12(20.00)	31(51.67)	4(6.67)	8(13.33)	5(8.33)

Figure in parenthesis indicates percentage source field investigation

One of the most significant developments in the field of organization in recent times is the increasing importance given to human resources. The development of people, their competencies, and the process development of the total organization are the main concerns of human resource management (Pareek and Rao, 1992). From the table above it can viewed that how the organizations are becoming more and more concern about the development of their human resources, be it conducting training programmes for them, inviting their innovative ideas, showing faith, trust and transparency, or giving them ample opportunity to horn their skills, efficiency and talent on job. If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill and therefore it affects the effectiveness of the organization.

Table 3: Career and growth opportunity

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I'am satisfied with availability of career counseling facility in the organisation	19(31.67)	26(43.33)	2(3.33)	13(21.67)	-
2	I'am satisfied with promotion opportunities in the organisation	19(31.67)	37(61.67)	1(1.67)	3(5.00)	-

3	I'm satisfied with my job enlargement since my joining of organisation	27(45.00)	31(51.67)	-	2(3.33)	-
4	I feel that there are appropriate training programmes.	22(36.67)	26(43.33)	-	12(20.00)	-
5	I feel that there are bright opportunities for my growth in this present organisation	24(40.00)	34(56.67)	-	2(3.33)	-
6	Organisation provides good learning opportunities to its employees	25(41.67)	33(55.00)	1(1.67)	1(1.67)	-
7	This organisation constantly accept new state innovation of employees and make changes to service line	27(45.00)	30(50.00)	1(1.67)	2(3.33)	-
8	I'm quite satisfied with transfer policies of my organisation	19(31.67)	33(55.00)	2(3.33)	6(10.00)	-
9	My personal problems, preferences and constrains are considered before transfer.	5(8.33)	30(50.00)	2(3.33)	19(31.67)	4(6.67)

Figure in parenthesis indicates percentag. Source Field Investigation

From the table above it can viewed that the company promises a challenging career opportunities to grow and develop. A satisfied employee is one who has a career growth along with the organization growth. It seems that organization spends an inordinate amount of energy and amount for the development of their employees, where they feel engaged and valued. To retain their top employees in the organization they give career counseling, guidance, training, make their job more enrich, through jog enlargement. Balancing work and home life can sometimes be a challenge. Organization also helps in dealing with their personal problems and issues as well and provide with good health, happiness and a sense of achievement are essential for managing work and life responsibilities effectively.

Table 4: Group work related factors

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	In our organization, there is an atmosphere of trust and collaboration between employees	23(38.33)	36(60.00)	-	1(1.67)	-
2	Good cooperative and pleasant attitude of my colleagues give me	30(50.00)	29(48.33)	-	1(1.67)	-

	strength and high morale					
3	My colleagues are helpful to me whenever I face problem	29(48.33)	28(46.67)	1(1.67)	1(1.67)	1(1.67)
4	I see trust and mutual respect amongst my colleagues	27(45.00)	30(50.00)	1(1.67)	2(3.33)	-
5	I believe that employees from different departments work together as a team and support one another	12(20.00)	42(70.00)	1(1.67)	5(8.33)	-
6	Possibility to mingle and chat with my colleagues during working hours	5(8.33)	25(41.67)	3(5.00)	15(25.00)	12(20.00)
7	Management fosters healthy informal relationship to improve the organizational effectiveness	16(26.67)	37(61.67)	1(1.67)	6(10.00)	-
8	I feel free in giving suggestions to my superiors	20(33.33)	36(60.00)	1(1.67)	3(5.00)	-
9	Relationship with my boss is pleasant and friendly	21(35.00)	37(61.67)	-	2(3.33)	-

Figure in parenthesis indicates percentage. Source Field Investigation

Quality of Work Life is seen as the extent to which workers are able to satisfy important personal needs through their experiences within the organization, not only in terms of material matters, but also in terms of self-respect, contentment, seeking their suggestions, team work, trust and an opportunity to use their talents, make a contribution, and an environment for personal growth (Dessler, 1981). High Quality of Work Life can increase productivity and loyalty (Belch and Blanck, 1989). Thus group related factors are yet another factor that contributes to the larger extent in the organisation. The primary responsibility of the HR department is to encourage and maintain highest degree of mental, physical and psychological well being of the employees. Quality of Work Life is seen as the extent to which employees and workers are able to satisfy important personal needs through their experiences within the organization, not only in terms of material matters, but also in terms of self-respect, contentment, an opportunity to use their talents, make a contribution, and an environment for personal growth (Dessler, 1981).

Table 5: Work Environment related factors

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
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1	Organization utilizes current enlightened management practices to create the best environment foe employees to deliver high quality of work	28(46.67)	31(51.67)	-	1(1.67)	-
2	I 'am being rotated among different jobs in the organization	25(41.67)	31(51.67)	1(1.67)	2(3.33)	1(1.67)
3	The environment of the organization is well organized	31(51.67)	25(41.67)	2(3.33)	2(3.33)	-
4	The working environment in my organization is positive and encouraging	34(56.67)	23(38.33)	1(1.67)	2(3.33)	-
5	I feel that there is a proper health and safety provision in my organization	53(88.33)	6(10.00)	-	-	1(1.67)
6	Routine information flow is well coordinated in my organization	32(53.33)	26(43.33)	-	2(3.33)	-
7	I 'am getting bored with my monotonous work	-	3(5.00)	2(3.33)	38(63.33)	17(28.33)

Figure in parenthesis indicates percentage source field investigation

From the above table it can be seen that Quality of Life is the extent of relationships between individuals and organizational factors that existing in the working environment. Quality of work life is the extent to which workers can satisfy important personal needs through their experiences in the organization. It is focusing strongly on providing a work environment conducive to satisfy individual needs as most of us spend a huge proportion of our lives at work, so naturally it is important that to have a good environment to work in. If the working environment is not conducive it may have negative impact on the performance of the employees, which ultimately affects the overall productivity of the organization. Not only can a poor work environment slow down productivity, but it can cause employees to consider resigning and moving on to a new job. Thus a good work environment can have a lot of positive effects on not only the welfare of the individual employee, but on the business' bottom line.

Table 6: Employee participation

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I 'am being consulted before any major decision is taken in the organization	8(13.33)	28(46.67)	3(5.00)	19(31.67)	2(3.33)
2	My company encourages me to participate in the administration/management	10(16.67)	39(65.00)	3(5.00)	7(11.67)	1(1.67)

3	My superior helps me to forward my suggestions in front of management	16(26.67)	40(66.67)	1(1.67)	3(5.00)	-
4	Organization appreciates the suggestion/feedback of employees	15(25.00)	42(70.00)	-	3(5.00)	-

Figure in parenthesis indicates percentage source field investigation

Table 7: Welfare facilities

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I am aware about the policies, philosophy and procedures of the company for welfare facilities	22(36.67)	37(61.67)	-	1(1.67)	-
2	I feel that there should be some changes in present welfare policy	16(26.67)	34(56.67)	2(3.33)	8(13.33)	-
3	I feel that some non statutory welfare facilities are required for my family	20(33.33)	37(61.67)	2(3.33)	1(1.67)	-
4	Welfare facilities helped me to increase my capabilities	16(26.67)	43(71.67)	1(1.67)	-	-
5	Organisation also take care of my family welfare	9(15.00)	34(56.67)	5(8.33)	12(20.00)	-
6	I have the organizational support and inputs that I need to do my work right	17(28.33)	40(66.67)	2(3.33)	1(1.67)	-

Figure in parenthesis indicates percentage source field investigation

Table 8: Balance between family and work life

Sr.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My social status has improved after joining this organisation	30(50.00)	30(50.00)	-	-	-
2	I am able to spend sufficient time with my family apart from my working hours	17(28.33)	39(65.00)	2(3.33)	2(3.33)	-
3	I am able to perform my social responsibilities with my current job	23(38.33)	35(58.33)	1(1.67)	1(1.67)	-
4	I usually carry my office work at home	-	5(8.33)	4(6.67)	36(60.00)	15(25.00)
5	High workload in the					

	job affects my social life	7(11.67)	36(60.00)	1(1.67)	9(15.00)	7(11.67)
6	Pleasant family atmosphere help to work better in the organisation	21(15.00)	37(61.67)	1(1.67)	1(1.67)	-

Figure in parenthesis indicates percentage source field investigation

Employee participation is very important in any organization giving an employee a sense of belongingness and commitment. Employee participation is also a crucial part of a process of empowerment in the workplace. From the table above it can viewed, how it is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization. It can also be seen that organizations not only seek suggestions from employees but also appreciates them, that boosts their morale and motivate them come forward. Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. The welfare measures include some benefits in kind/forms. It is not necessary it should be in monetary terms. It also includes organizational support, certain policies or insurance for employees as well as their family etc. Employee welfare measures increase the productivity of organization and promote healthy industrial relations thereby maintaining industrial peace and good work life balance because for some, work is a major priority, while for others family and leisure time are valued more highly.

It's not easy balancing work and home, but how well an employee and organization manage this can make a significant difference to the relationship with family and organization. From the above table it can be seen that the factors that enables the employees to maintain better balance between family and workplace. Apart from these there are numerous work life balance programmes implemented by various organisations like flexi time, self scheduling, compressed work week, Job sharing etc which are giving tremendous results in terms of productivity and profitability of the organisations. Managing these variables is the secret of a perfect work life balance.

5. Concluding remarks

Work life balance is an issue of great importance that has to be addressed by the organisations at the earliest. After all employees are the greatest asset and the organisation performance is affected by employee performance. The HR department of the organisation and the employees together must work out strategies to help to attain work life balance which makes the organisation the happiest place to work in. Management has to play a very significant role in improving quality of life of employees. Management must strive to make the quality of employees work life as satisfying as possible. At the moment employees are challenged as never before to balance work and personal responsibilities. Therefore the management should continually addresses these challenges by utilizing personnel flexibilities and establishing programs that help employees meet their work and personal obligations. Techniques to improve quality of work life job redesign, career development, Training, employee participation and the like. If the organization properly adopts these techniques, the quality of work life will certainly be improved to the desired levels.

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