Research Paper

CONCEPTUAL AND EMPIRICAL FRAMEWORK OF QUALITY OF WORK LIFE

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ABSTRACT

Quality of Work Life is that phenomenon of current industrial life that cannot be thought of separable from basis facilities provided by the organization. The industries concern can be of any type ranging from manufacturing to service. Increasing competition, awareness of every event happened even in remote location from the person, changing job situations, changing family conditions and priorities, make the life cumbersome on and off the job. In this scenario, only the right job with the right environment can make the person more productive and happier. For this, QWL is the medium so that happier and productive conditions can be ensured in the current environmental conditions on both the ends of employee i.e. work as well as family. The concept is not of recent origin as it was initiated in 1972 but at that time it was initiated as union avoidance strategy. With the growing needs of managing people with the human oriented approach and retaining them as the assets have led to emphasis on QWL. The present work is an attempt to focus on the growth of QWL along with identification of different factors of QWL with the help of literature review available.

KEY WORDS: *Quality of Work Life, Constructs of Quality of Work Life*

INTRODUCTION

Quality of Work Life has been associated with the importance of employee retention. Besides their retention many social workers along with governments have also realized the vitality of employees' welfare in the organizations. As in India, many labor laws have been enacted such as Factories Act 1948, Workmen Compensation Act, Employees' Provident Act, Minimum Wages Act and many more are there. Besides, different theories have been developed during the period of 1950s and the 1960s which was the result of work of different psychologists who proposed that there is a positive relationship between morale and productivity, and they resulted that human relations can enhance the productivity of the organizations. Therefore, QWL is beneficial for both i.e. individuals and organizations as

well. (Siegrist,Wahrendorf, Knesebeck, Ju¨rges & Axel (2006) The core dimension of QWL is to develop the well being of employees and increase in productivity of the organization. (Lawler, 1975) QWL is medium through which individual basis needs can be assured (Hackman & Suttle, 1977). Many of the authors have associated QWL with work environment of the organizations (Serey, 2006) which make the other factors improved such as job security. (Lau, Wong, Chan & Lau, 2001)

FACTORS OF QUALITY OF WORK LIFE

Walton (1975) identified eight constituents of QWL as adequate and fair compensation, safe and healthy working conditions,

1. **Adequate and fair compensation:** This means the compensation based on equity. It

refers to the system of allocation of fair compensation as per the inputs of the employees.

2. **Safe and healthy working conditions:** Safe and healthy working can be ensured by the reasonable hours of work with rest pauses, safe and hygiene conditions at work and safe equipments to be handled.

3. **Opportunities to use and develop human capacities:** Providing employees with autonomy and competence development provide employees to use their skills in the best possible manner.

4. **Opportunity to continued growth and security:** Job security along with future learning opportunities makes employees loyal and committed towards the organization.

5. **Social integration in the work organization:** Social belongingness in the organization is Social integration and it is indeed needed in the organizations because of diverse workforce.

6. **Constitutionalization in the work organization:** The constitutionalization means proper code of conduct which should be the same for all so that discrimination is not allowed in the organizations.

7. **Work and the total life space:** Due to various factors operating at workplace, an individual can have distress at family life or personal life. Demands of jobs may contradict with the demands of family as frequent transfer from one place to other may make the dependents of the transferee at unrest.

8. **The Social relevance of work life:** This deal with the social responsibility borne by the organization in terms of fair wages, QOL (Quality of Life) programmes, participation in decision making along with concern of the organization towards the society at large in terms of disposal of the waste, quality of the product and other philanthropic activities. .

Taylor, Cooper, & Mumford (1979) suggested the aspects as:

- Individual authority,
- Contribution of Employee in the management,
- Equity,
- Social support,
- Use of one's skills,
- Self development,

- A meaningful future at work,
- Social bearing of the work or product,
- And Effect on extra work activities.

Warr, Cook, & Wall (1979), found these factors as:

- Work involvement,
- Intrinsic job motivation,
- Higher order need strength,
- Perceived intrinsic job characteristics,
- Job satisfaction,
- Life satisfaction,
- Happiness, and
- Self-rated anxiety

Kauppinen, Mannila and Kandolin (1989) defined the constructs as:

- *Autonomy of work* which refers control of employee over its work and task, procedure to followed to accomplish the work and task, allocation of work, flexibility of timing and control on the matter of selection of co-workers.

- *Free rhythm of work* is measured as use of company's instruments for personal use of urget nature, again flexibility of timing so that personal matters can be solved if needed but of urgent nature, and power of decision making.

- *Demands for social skills* means that employees are being empowered to meet their demands of social integration (Walton, 1975) which according to Kauppined et al. includes attending, understanding and taking care of other people working in close cooperation.

- *Competitive atmosphere* is the result of conflicts at work which can range from conflicts between supervisor and subordinate to between co-workers and even among different occupational groups.

- *Variable of Stress symptoms* can be analyzed on account of symptoms of headaches, obesity, diabetes and other stress related diseases. Because of challenges of managing work and family faced by women it was found that they had more stress symptoms than men.

According to Aswathappa (2008), many factors which can contribute to QWL were identified such as:

1. *Adequate and fair compensation* defined as the extent of income from a full-time work is enough to meet the needs of individual and its dependents, if any but according to its social standard of living.

2. *Safety and healthy working conditions* again includes reasonable working hours and

humanitarian working conditions. Ashwathapa (2008) also stresses on point that women and children should be giving special care for their safety.

3. *Security and growth opportunity* the third factor and which was measured in terms of security of employment, and opportunity for an employee for its advancement and self-improvement.

4. *Competence Development* including independence of work, use of multiple skills, role of the workers in total work process and appreciation hereinafter along with self-regulation is another factor of QWL.

5. *Respect for the individual's personal rights* with the help of principle of equity and justice, freedom of speech and respect of workers' off the job life should be ensured by the organization.

6. *Work and family life* is the last factor which includes transfers, work schedule, official travel requirements, increased number of working hour's requirements, and so forth.

Aswathapa (2008) further focuses that the conditions in the organizations that contribute to motivation such as conditions o equitable salaries, financial incentives, effective selection, etc. are the ones which will also contribute to QWL.

Guna & Maimunah (2008) made their research in context to IT processionals and gone through various definitions of QWL to define it in precise manner and discussed the theoretical constructs of QWL and concluded by formulating a conceptual paradigm of QWL that may assist potential research in the area of QWL.

They found the factors of QWL as job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life. They further mentioned that these are the factors which were conceptualized by European Foundation for the Improvement of Living Conditions.

Figure – 1 Conceptual Paradigm of Guna & Maimunah (2008)
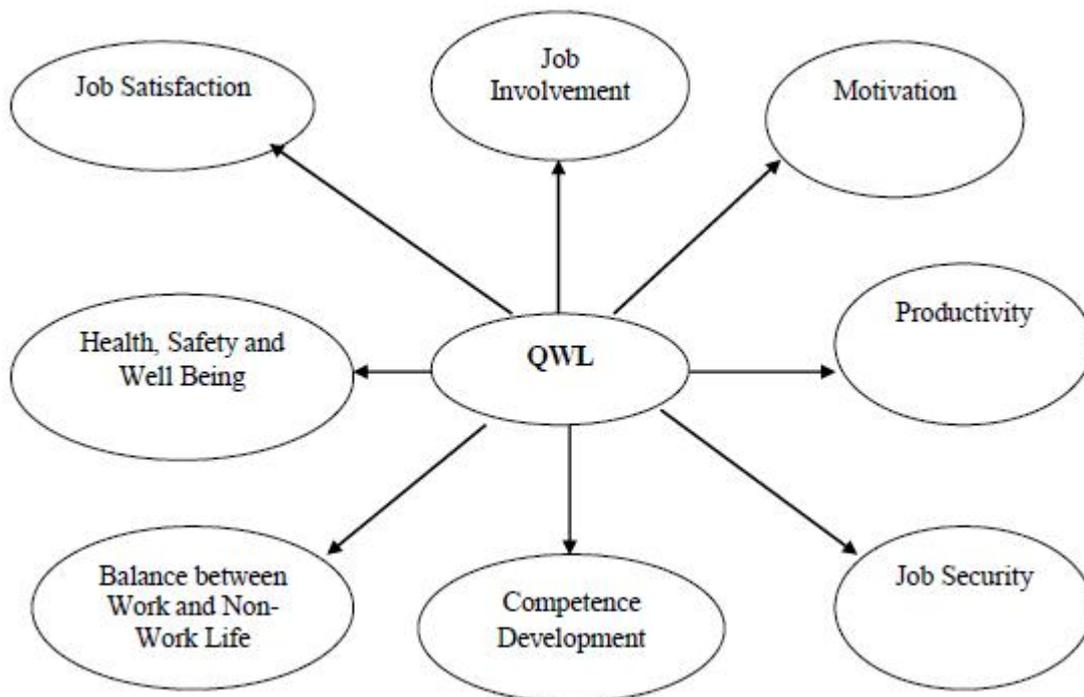
Further in his work Islam (2012) identified two types of factors of QWL as:

Table – 1 Factors Controllable by Company and Influenced by Individual (Islam 2012)

Controllable by the Company	Directly influence Individual's Motivation
1. Work Load	1. Family Life
2. Working Conditions	2. Transportation facilities
3. Career Growth	
4. Compensation and benefits	
5. Working environment	

T S Nanjundeswaraswa & D R Swamy (2013) defined these factors of Quality of work Life as Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources. They studied the QWL in respect of technical educational institutions and found that these types of institutions in India are facing the huge competition. In an environment of tough competition, they suggested that labour relation is very important factor to be taken into account for being in competition and even to survive. For coping with this competition, Quality of Work Life can play a major role. So, this study was aimed to find out the perception of employees towards QWL provided in technical educational institutions.

Leiter and Maslach (2014) identified "six Areas of Work Life" including work load, control, reward, community, equity and values.

Work load refers to the more output received from worker than the resources provided to him/her. Resources may in the form of income and other rewards. If there is not balance between input and compensation, it can cause to occupational stress and ultimately to burnout. So the solution of this is to provide a sustainable workload which can stop of cycle of exhaustion and improvement in productivity.

Second area is explained as *control* of the job or job autonomy. The problem of control arises if workers are not provided with the opportunities in the manner that they can take their decisions on their own in different areas. If ample control is in the hands of employees, it will lead to their satisfaction with work.

Next area is *reward* which is the ratio of perceived awards and actual awards received. The reward can also be in the form of appreciation from superiors, subordinates and colleagues which is the form of intrinsic rewards. Therefore, extrinsic rewards in the form of monetary terms and intrinsic reward system in the form of appreciation actually plays a crucial role in coping with the vulnerabilities of burnout.

Fourth area is *community* which is *social integration* of Walton (1975) and *demand for social skills* of Kauppinen et al. (1989). As humanitarian aspect of management deals with human beings as human beings not machines and accept that people make groups at work which is natural and inevitable. So these groups can also be helpful for better work performance but if people are isolated from others and being stopped to make interaction with their on the jobs friends, it will lead to chronic and unresolved conflict on job which can eventually result into absenteeism or even to layoff.

Fairness refers to measurement of output of employees in proportion to the resources used. It argues that along with fair and equitable measurement of resources, the people should feel respected at their work which will increase their self-worth. This is related to equity theory of motivation and in case of any inequity perceived; people will try to manage and to sort out this problem.

Last is variable which is termed as *values* which means the right balance and perceptions of an individual's values and organizational values. These organizational values should be as per the perceived values by a joined as one joins the organization only if the values of the individual are matched with organizational values. And in case of any mismatch between perceived values and actual values of the organization, individuals will face occupational distress and even to layoff.

Table – 2 Factors Identified by Literature Review for the Study on QWL

Literature Reviewed	Factors Identified
Walton (1975)	1. Adequate and fair compensation, 2. Safe and healthy working conditions, 3. Immediate opportunity to use and develop human capacities, 4. Opportunity for continued growth and security, 5. Social integration in the work organization, 6. Constitutionalism in the work organization, 7. Work and total life space and 8. Social relevance of work life
Warr, Cook, & Wall (1979)	1. Work involvement, 2. Intrinsic job motivation, 3. Higher order need strength, 4. Perceived intrinsic job characteristics, 5. Job satisfaction, 6. Life satisfaction, 7. Happiness, and 8. Self-rated anxiety
Hackman & Oldham (1980)	Work Environment
Nadler and Lawler (1983)	1. Flexibility in Work Schedule 2. Autonomous Work Group 3. Job Enrichment 4. Opportunity for Growth 5. Participation 6. Suggestion System 7. Communication
Lau, Wong, Chan & Law (2001)	Work Environment
Serey (2006)	Job Autonomy
Siegrist Johannes, Wahrendorf Morten, Knesebeck Olaf von dem, Ju¨ rges Hendrik & Bo¨rsch-Supan Axel (2006)	1. Work environment 2. Work life-balance 3. Job autonomy
Rethinam Seelan Guna & Ismail Maimunah (2008).	1. Work environment 2. Health and well-being, 3. Job security, 4. Job satisfaction, 5. Competency development, 6. Work and non-work life balance. 7. Adequacy of Resources
Aswathappa (2008)	1. Adequate and fair compensation 2. Safety and healthy working conditions 3. Security and growth opportunity. 4. Appreciation and Self- Regulation 5. Respect for the individual's personal rights 6. Work and family life

Islam (2012)	1. Work Load 2. Work Condition 3. Career Growth 4. Compensation and rewards 5. Family Life 6. Working Environment 7. Transportation Facilities
T S Nanjundeswaraswa & D R Swamy (2013)	1. Work environment, 2. Organization culture and climate, 3. Relation and co-operation, 4. Training and development, 5. Compensation and Rewards, 6. Facilities, 7. Job satisfaction and Job security, 8. Autonomy of work, 9. Adequacy of resources.
Michael P. Leiter and Christina Maslach (2014)	1. Work load, 2. Control, 3. Reward, 4. Community, 5. Equity and values

As with the literature review various factors have been identified by different researchers but most of the researchers unanimously agreed on certain factors as:

1. Adequate and Fair Compensation
2. Autonomy of Work
3. Organization Culture and Relation
4. Work Environment
5. Job Satisfaction and Job Security
6. Adequacy of Resources
7. Facilities
8. Family Life or Work-Life Balance
9. Training and Development

Table – 3 Empirical Evidence of Factors of QWL

Literature	Factors Identified for the Study
Walton (1975) *Hackman & Oldhams. (1980).* *Sasser, Schlesinger & Heskett (1997)* *Lau, Wong, Chan & Law (2001)* *Siegrist Johannes, Wahrendorf Morten, Knesebeck Olaf von dem, Ju¨rges Hendrik & Bo¨rsch-Supan Axel (2006).* *Rethinam Seelan Guna & Ismail Maimunah (2008).* *Islam (2012)* *T S Nanjundeswaraswa & D R Swamy (2013)*	**Work Environment**
T S Nanjundeswaraswa & D R Swamy (2013)	**Organization Culture and Climate**
T S Nanjundeswaraswa & D R Swamy (2013)	**Training and development**
Walton (1975) *Aswathappa K (2008),* *T S Nanjundeswaraswa & D R Swamy (2013)* *Michael P. Leiter and Christina Maslach (2014)*	**Compensation and Rewards**
Islam (2012) *T S Nanjundeswaraswa & D R Swamy (2013)*	**Facilities being Provided by the Organization**

Warr, Cook, & Wall (1979) *Kaisa Kauppinen, Elina Haavio-Mannila and Irja Kandolin (1989* *Rethinam Seelan Guna & Ismail Maimunah (2008).* *T S Nanjundeswaraswa & D R Swamy (2013)*	**Job satisfaction and Job Security**
Rethinam Seelan Guna & Ismail Maimunah (2008) *T S Nanjundeswaraswa & D R Swamy (2013)*	**Adequacy of Resources**
Walton (1975) *Cooper & Mumford (1979)* *Warr, Cook, & Wall (1979)* *Siegrist Johannes, Wahrendorf Morten, Knesebeck Olaf von dem, Ju¨ rges Hendrik & Bo¨rsch-Supan Axel (2006)* *Rethinam Seelan Guna & Ismail Maimunah (2008).* *Aswathappa K (2008)* *Islam (2012)* *T S Nanjundeswaraswa & D R Swamy (2013)*	**Family**
Walton (1975) *Cooper & Mumford (1979)* *Nadler and Lawler (1983)* *Beukema (1987)* *Kaisa Kauppinen, Elina Haavio-Mannila and Irja Kandolin (1989)* *Siegrist Johannes, Wahrendorf Morten, Knesebeck Olaf von dem, Ju¨ rges Hendrik & Bo¨rsch-Supan Axel (2006)* *Serey (2006)* *Rethinam & Ismail (2007)* *Islam (2012)* *T S Nanjundeswaraswa & D R Swamy (2013)* *Michael P. Leiter and Christina Maslach (2014)*	**Autonomy of Work**

CONCLUSIONS

As per the literature review different scholars have identified factors of QWL differently as per the changing circumstances of life and work. But all of the agree on the point that QWL has been the concept of significant HR strategy which can make the employee to be there with the organization and assist him/her to manage both "quality of work" and "quality of life". In addition to these factors can be generalized almost in all types of industries with few changes as in manufacturing industry, safer machines can be the part of QWL and in service industry basic amenities has relevance. But both of these conditions are the part of factor of "work environment". Thus, as concluded by Guna & Maimunah (2008)

QWL is that type of comprehensive construct which includes an individual's job related well-being and examines the extent to which his work experiences are rewarding, fulfilling his motives and devoid of stress and other negative personal costs. The increase in the number of two or more than two income households is heightening the concern for employees' quality of work life. It is so because female participation at work is increasing, and it is apparent that males and females autonomously will need to take care of both work and

home. The significance of quality of work experienced rather than work only has became the focus of attention and wellness at work is crucial in promoting healthier working environments.

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