

## A Study on Impact of Quality of Work Life (QWL) On Employee Satisfaction

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**Abstract:** The quality of working life is a critical concept that carries a lot of meaning in the lives of employees. The quality of working life indicates an appropriate work-life balance, which also ensures organizational productivity and employee job satisfaction. This research study attempted to find out the factors that have an impact and a significant impact on the quality of workers' working lives. Quality of working life is a process in an organization that enables its members at all levels to participate actively and effectively in shaping the organizational environment, methods and outcomes. This study focuses on the subjective matter of QWL, Its key elements such as job security, job performance, employee satisfaction, etc. The study concluded that proper organizational culture, compensation policy, career growth and related facilities can result in a satisfied employee mentality that ensures the overall productivity of the organization.

**Keywords:** Job Performance, Employee Satisfaction, Job Security, Quality of Working Life.

### I. INTRODUCTION

There's a lot about quality in every aspect, viz. Quality product, quality of the material and the input it contains, quality of packaging, quality of product development and quality of service. The quality of work and life, which are central aspects in the working life of every human being. This also brings employee satisfaction. You can get a person's physical presence at a specific location and a measured number of skillful muscle movements per hour or day. But the enthusiasm, the initiative, the joy, the loyalty, you cannot achieve through dedication of heart, mind and soul. Aside from that, when other extrinsic and intrinsic benefits are provided to the employee, it leads to high productivity and also leads to employee satisfaction. In order to introduce the tough practices into the organization, it is important to have an encouraging atmosphere. QWL is one of the most important factors that lead to such a favorable atmosphere. It creates more humanized jobs. It tries to meet the needs of higher-order employees are human resources to be developed, not just used QWL creates an atmosphere that encourages them to improve their skills. It also leads to good interpersonal relationships and highly motivated employees who strive for their development. QWL creates an enthusiastic work environment with opportunities

for everyone to give their best. Such a job will bring job satisfaction and pride to the company.

### Objectives of the Study

- To identify the factors affecting quality of work life.
- To assess the quality of work life among workers
- To analyze the measures adopted by the organization to improve the quality of work life among workers.
- To suggest suitable measures to improve the quality of work life among workers.

### II. RESEARCH METHODOLOGY

The research paper is an attempt at exploratory research, based on secondary data from journals, magazines, articles and media reports. Considering the requirements of the study's objectives, the research design used for the study is descriptive in nature. In view of the objectives set, this research design was adopted to allow for greater rigor and in-depth analysis of the research study. Available secondary data were used extensively for the study. The investigator obtains the necessary data through secondary collection procedures. Various news articles, books and web were used, enumerated and recorded.

### III. REVIEW OF LITERATURE

Noushin Kamali Sajjad et al (2013) well-read over affinity QWL and Organizational Commitment due to that lookup researcher desired according to apprehend kindred between QWL or OC then its components. The strategies ancient had been lamely stratified norm for facts gathered. To analyse the data, Pearson context coefficient back to account the dimension regarding big kinship among factors Kolmogorov-Smirnov test in accordance with pick out the statistical population normality. Variable back The findings pertained up to expectation in that place is direct and sizeable correlation between fair or ample payment (salary then allowances) yet Organizational Commitment yet additionally significant contextual connection into fitness protection or job prerequisites then Organizational Commitment yet stability among assignment then sordid life aspects together with organizational commitment. Researches gave the ranking about structured and independent variable due after which convivial integration, brotherly love or general area concerning lifestyles had near associated along job-

performance .fair yet ample charge and boom probability and non-stop protection had least related including job-performance. Salary or admission hold at least effect of Organizational Commitment. Health yet security, work situation almost necessary factor affecting OC. Development is not least now not essential issue affecting OC.

**Aloys.N.K (2013)** studied regarding work Environment Factors to that amount Affect QWL among Attendants between Petrol Stations within Kitale Town of Kenya. The objective was in conformity with identify cause environment affect QWL. The approach ancient used to be exploratory survey together with coefficient regarding co-relation take a look at because of facts analysis. Findings confirmed up to expectation advantageous co-relation within job surroundings then anger regarding QWL job enrichment, work rotation, autonomous, flexible deed time, workgroups, walks of life boom yet development, rapport including supervisor. The result showed so much in that place is no magnitude association of experience, occupation growth then development. There used to be the close giant affinity of assignment environment and organizational have confidence after physical environment. The kin into colleagues yet overseer affects the action environment regarding QWL.

**SeemaArif et al (2013)** investigated QWL Model of instructors between non-public universities of Pakistan yet the objective about that lookup were in accordance with locate out the dosage about QWL which impacts the existence yet mindset of teachers at private universities then perception over QWL. Data amassed beside the simple indiscriminately norm survey including the check utilized as much element evaluation then even logistic regression. In it research 500 questionnaires have been circulate then 370 back between which ten used to be sketchy then 72% respondents achieved. Variables ancient certain as much QWL, cost about work, action climate, work existence balance then satisfaction, attitude, grasp Dimensions of work life certain as: assignment lifestyles climate, assignment lifestyles balance, pride including affinity in life have been the major factor as deliver the shape about labor mindset yet worker perception about basic QWL used as much a Variables. The end result confirmed to that amount low pride with kindred between life (RLT), QWL or assignment lifestyles balance or price about employment enhancing the one's self esteem. After examine it order conclusion, such is manifest so alliance among life or action lifestyles balance is almost capable variable because satisfaction.

**Z. Amin (2013)**well-acquainted about the Quality about Work Life within Indonesian Public Service Organizations in conformity with predict the role on Career Development yet Personal Factor. Five hundred or people questionnaires (including measure about Quality of assignment existence or career development) had been disbursed among employees. The IV hundred score nine questionnaires concerning the personnel returned the questionnaires. In this look on reply rate was once 84.11%. Age, sex, education, length over service, marital fame then occupation development was once used so a

Parameter by researcher yet regression analysis old because statistics analysis. The end result showed salvo the grasp is nice towards walks of life development such choice amplify the QWL. There is considerable relationship amongst occupation development and personal improvement including QWL. One element additionally found respecting the appreciation on workers in the direction of career improvement influenced via the interaction in the values, hopes and purposes of workers.

**Jerome.S.(2013)** studied of quality concerning action existence concerning personnel at Jeppiaar cement private Ltd. in conformity with locate oversea the elements measurements about QWL. 50 percent respondents out of 200 sample quantity respondents have been choice beyond the daytaler classes so the researcher adopts the easy indiscriminately ideal approach the use of the lottery method. Variables ancient because that study: compensation, assignment environment, conventional relation, labor satisfaction, protection and healthy environment, welfare then Opportunities because makes use of and Development of Skills or Ability. For the statistics analysis researcher used Karl Pearson coefficient. Result confirmed so much even is no great affinity in educational then QWL or no giant relation within the earnings yet QWL. There is no extensive kinship between the age regarding the respondents or their normal virtue about employment lifestyles yet no sizeable kinship in the instructional efficiency of the respondents then their standard attribute over labor life.

#### **IV. QUALITY OF WORK LIFE**

Most organizations take great pride in claiming to have systems in place for a better work life balance for their employees. It is a strong retention strategy, particularly for people in the 30 plus age who want to enjoy a good quality of life, take care of their family responsibilities and are keen to balance their professional aspirations with personal needs.

##### **A. Strategies for Improvement of Quality of Work Life**

By implementing some changes, the management can create sense of involvement, commitment and togetherness among the employees which paves way for better quality of work life.

- Job enrichment and job redesign.
- Autonomous work redesign.
- Opportunity or organizational justice.
- Job security.
- Suggestion system.
- Suggestion system
- Flexibility in work schedules.
- Employee participation.

Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a

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fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. The factors that influence and decide the Quality of work life are:

- Attitude
- Environment
- Opportunities
- Nature of Job
- People
- Stress Level
- Career Prospects
- Challenges
- Growth and Development
- Risk Involved and Reward

**Attitude:** The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.

**Environment:** The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

**Opportunities:** Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

**Nature Of Job:** For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, train engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and Wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs

need soft skills, leadership qualities, intelligence, decision making abilities, abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

**People:** Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

**Stress Level:** All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress.

**Career Prospects:** Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

**Challenges:** The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

**Growth and Development:** 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. Risk Involved and Reward: Generally, reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry,

country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; All said and done, reward is key criteria to lure a prospective worker to accept the offer.



**Fig1. Factors influencing quality of work life.**

A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

## B. Models And Components of Quality of Working Life

Various authors and researchers have proposed models of quality of working life which include a wide range of factors. Selected models are reviewed below.

Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified:

- Skill variety,
- Task Identity,
- Task significance,
- Autonomy and
- Feedback.

They suggested that such needs have to be addressed if employees are to experience high quality of working life. In contrast to such theory based models, 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 a number of other aspects could be added, including:

- Individual power,
- Employee participation in the management,
- Fairness and equity,
- Social support,
- Use of one's present skills,
- Self-development,
- A meaningful future at work,
- Social relevance of the work or product,
- Effect on extra work activities.

Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group. War and colleagues (1979), in an investigation of quality of working life, considered a range of apparently relevant factors, including:

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

## C. Quality of Work Life (QWL) & Employees Satisfaction

Employee satisfaction is very important aspect for any organization in order to ensure its effective functioning. In today's competitive world we see organizations are spending lot of time and money on employee satisfaction in an effort to improve productivity, increase customer satisfaction, and also to help the organization needs. Executive should maintain a satisfied work forces, hence the employee satisfaction and QWL directly effects the company ability to properly serve its customers and if it is not measured. It cannot be effectively improved and maintained. If the company which does not measured and improved the employees satisfaction may face increasing turnover, declining productivity from the people that remain, and limited ability to attract and retain qualified replacements. Dissatisfaction with working life is a problem, which affects all workers at one time or another. Hence the sustained vitality and profitability of the organization is clearly linked to the satisfaction of its work force. All the employees mostly feel they are working harder, faster and longer hours than even before and hence employees are attempting to determine what kind of investments in staff really payoff, and if there is no balance the stress of the employee leads to lack of commitment to the corporation, poor productivity and even leaving the company. The problem of the employees can be solved by many methods employer should try to address the employee turnover and job satisfaction issues. The issue must be first determined in order to take effective action plan towards employees' satisfaction. Some companies take or implement by convinced focus groups and conducted employee satisfaction survey to find out their employees feel to determine what they can do to make their employee happy. Employers have found beneficial to allow work assignment for their employees.

This is another way to improve employee productivity and morale. If we see the other alternative assignment even they are widely used today-they are telecommuting, flexi time, and alternative work schedule. QWL to improve and eliminate job stress, employers can also make efforts to the aware of the workload and job demands, employer need to examine employee training, communication, reward system, coworker relationship and work environment. If the employees are

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given freedom to choose their own work schedules; quality and productivity of the work increases. Because of this opportunity given to the employee will also bring to the responsibility for finishing work within specified time. Non- financial rewards often have more impact than finance reorganization in attaining job satisfaction rewarding the employees is important. Job satisfaction can be improved by the recognizing the employees' performance through providing other works, benefits, and non-financial rewards. Job satisfaction is a motivator in work endeavors, and QWL is a key indicator of the overall quality of human experience in the work place. QWL expresses a clear way of thinking about people, their work, and other organization in which their career are fulfilled. QWL establishes a clear objective that high performance can be achieved with high job satisfaction. Unclear targets and objectives and poor communications can contribute to dissatisfaction and eventually lead to poor work performance.

### **V. CONCLUSION**

On the above discussion of, there is the significant relationship between employee satisfaction and the quality of work life is observed in this study. In terms of sustainable development, in countries, the success and effectiveness of organizations is quite important. One of the most important elements of providing success and effectiveness of organization that have the human resources is working effectively and efficiently. In this respect, "employee satisfaction" is one of the most important factors in raising the quality of work life in the "organization, employee productivity, the contribution for the organization, and the sense of belonging in the organization. Motivation also plays an important role in business life. The work motivation increases the concern of the employee's job, and as a result of raising the quality of work life is an important factor that increases organizational efficiency. The higher motivation increases the contribution of the organization by raising the productivity of the employee. High rate of success of the organization by increasing employee motivation provided will be contributed to the country's economy. The employee satisfaction & higher motivation increases the productivity of employee, organizational effectiveness and quality of working life. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

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