QUALITY OF WORK LIFE

K.NANDINI, A.CHAITANYA

[1]MBA STUDENT SCHOLAR, TKR COLLEGE OF ENGINEERING&TECHNOLOGY,
HYDERABAD,TELANGANA,INDIA

[2]ASSISTANT PROFESSOR ,TKR COLLEGE OF ENGINEERING&TECHNOLOGY,
HYDERABAD,TELANGANA,INDIA

ABSTRACT: Quality of work life has been considered important to motivate employees, enhance their commitment towards the organization and also a tool to improve their performance. Quality of work life Movement initially a loosely organized network of a few dozen academics in the early 1970's, the QWL Movement had grown by the 1980's into an international grouping of trade union officials, personal managers and social scientist generally. QWL will have direct and indirect relationship with the economic and social well-being of large portion of population which lies beyond the domain of Industry. Improved QWL naturally helps to improve the family life of the employees and world also improves the performance of the Industry/ enterprises.

I.INTRODUCTION

1.1.HUMAN RESOURCE M INTRODUCTION TO HUMAN RESOURCE MANAGEMENT MEANING:

Human Resource Management (HRM) is the function within an organization that focuses on recruitment and management of people and providing the direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

1.1. QUALITY OF WORK LIFE

Quality of Work Life is the existence of a certain set of organizational conditions or practices. This definition frequently argues that a high quality of work life exists when democratic management practices are used, employee's jobs are enriched, employees are treated with dignity and safe working conditions exist. Quality of Work Life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.

1.1.1. DEFINITION:

Richard and **J. Loy** define Quality of Work Life means "the degree to much the members of the working organization are able to satisfy important personnel needs through their experience in the organization."

OBJECTIVE OF THE STUDY

- **To find the physical working condition of the workers.**
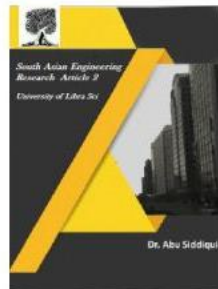- **To find the employees option about the wages and salary.**

- **To know the welfare measures, safety standards and health.**
- **To find the social security given to the workers.**

SCOPE OF THE STUDY

The Scope of the study covers employees of all the departments and in Virinchi Technologies in order to understand their point of view with respect to Quality of Work Life. Though Virinchi Technologies is an small organization in the corporate sector, the analysis of Quality of Work Life at Virinchi Technologies gives a betterunderstanding of the concept. The scope of the study also includes the response of the employees to the various measures taken by the management of Virinchi Technologies to make the employees comfortable at the work place. The scope is also widened to find out the expectations of the employees from the management with respect to the above concept. The scope also includes the importance attributed to the grievance settlement procedure as a part of Quality of Work Life by the employees.

1.3.2. Quality of work life involves three major parts:

a. Occupational health care:

Safe work environment provides the basis for people to enjoy his work. The work should not pose health hazards for the employees.

b. Suitable working time:

Companies should observe the number of working hours and the standard limits on overtime, time of vacation and taking free days before national holidays.

c. Appropriate salary:

The employee and the employer agree upon appropriate salary. The Government establishes the rate of minimum salary; the employer should not pay less than that to the employee. Work represents a role which a person has designated to himself. On the one hand, work earns one's living for the family,on the other hand, it is a self-realization that provides enjoyment and satisfaction.

1.5.The following aspects improve the QWL:

1.5.1. Recognition of work life issues:

Issues related to work life should be addressed by the Board and other important officials of the company like why people are not happy, do they need training, why employee morale is poor and numerous other issues. If these are addressed properly, they will be able to build, "People-CenteredOrganizations".

1.5.2. Commitment to improvement:

QWL can be improved if the staff is committed to improvement in productivity and performance. This issue can be taken by the board through staff recognition and support programmers. Board should prepare QWL reports on periodic basis to boost the system. They can also introduce reward system which will be of help to them.

1.5.3. Quality of work life teams:

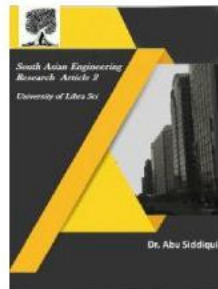Board members should form the combined team of managers and workers and all the

issues and common themes must be identified.

Work Life Teams = Managers + Staff

All issues must be addressed like loss of morale, lack of trust, increased intensity of work, reward, recognition etc. and commonly, managers and staff should arrive at solutions.

1.5.4. Training to facilitators:

Both the leader and staff can assess the job requirement and decide jointly what type of training is required to improve the quality of work life

1.5.5. Conduct focus groups:

Formation of focus groups can affect the QWL and discuss the questions in a positive way like:

(a) What brought you here today?

(b) What do you feel are the top three issues that affect your quality of work life?

(c) What do you want the organization should do for you?

(d) Do you want company to increase the salary, etc.

1.5.6. Analyze information from focus group:

After the formation of focus groups and their discussion on different issues and collection of information, the information should be analyzed to give right direction to organizational activities.

1.5.7. Identify and implement improvement opportunities:

It is important to identify and implement improvement opportunities like communication, recognition and non-monetary compensation. Improving support structure, constant review of reward and recognition system etc. would help in formulating communication strategies, focusing on linkages between managers and staff.

1.5.8. Flexible work hours:

The diverse work force of today does not want to work for fixed hours or days. They want flexibility in their work schedule so that professional and personal life can be managed together.

Flexibility can improve the QWL in the following ways:

I. Work for longer hours in a day with less number of working days in a week.

ii. Going to office for fixed hours but in different time slots rather than fixed working hours. Many companies even provide the flexibility of work from home.

II. REVIEW OF LITERATURE

In recent years the phrase "**Quality of life**" has been used with increasing frequency to describe certain environmental and humanistic values neglected by industrial productivity and economic growth. Within business organizations attention has been focused on the Quality of human experience in the work place. At the same time many firms have questioned their viability in increasingly competitive world markets. These dual concerns have created a growing interest in the possibilities of redesigning the nature of work. Many current organizational experiments seek to improve both productivity for the organization and the quality of working life for its members. .
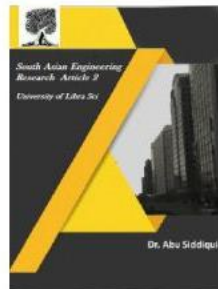
Quality of Work Life denotes all the organizational inputs which aim at the employee satisfaction and enhancing organizational effectiveness. In the late 1950's the term Quality of Work Life was used to stress prevail Virinchi poor quality of life at work place and it is first defined then in terms of people reaction to work, particularly an individual's job satisfaction and mental health. It also refers to the favorableness and un favorableness of job environment for people.

2.1. AN OVERVIEW ON QUALITY OF WORLIFE:

Quality of Work Life has assumed increasing interest and importance in both industrialized as well as developing countries of the world. In India, its scope seems to be broader than much labor legislation enacted to protect the workers.

2.2.1. Who Needs Quality of Work Life?

We know that we just can't stop "working at it", discovering, creating and sharing new stuff. We're all so busy psychologically,work has always been one of the most significant of human experiences. But when for many people sex and relationships are troublesome since they are often hazardous to our health work plays an even greater role in keeping us "out of trouble." Regardless of how much we earn, most of us have some kind of agenda or work plan.

2.3. Objectives of Quality of Work Life:

- To increase in individual productivity, accountability and commitment.

- For better teamwork and communication.
- For improving the morale of employees.
- To reduce organizational stress.
- To improve relationships both on and off the job.

2.4. Importance of Quality of Work Life:

Improved Quality of Work Life was not considered as important factor in India until recently as there were important impending factors like resource deficiency, environmental threats and some services of financial problems.

Quality of Work Life program has become important in work place for the following reasons:

a. Increase demands at work.
b. Loss of long term employee guarantees.
c. The need for enhanced work place skills.
d. Greater competition for talent.
e. Increased women in work force.

Good quality of Work Life leads to an atmosphere of good impersonal relations and highly motivated employees who strive for their development. Though monetary benefits still occupy the first place in the cost of elements like physical working conditions, job restructuring and job re-designing, career development, promotional opportunities etc. are gaining importance rapidly. As such, workers expect the management to improve all these facilities which thereby improve Quality of Work life. If provided with good Quality of Work
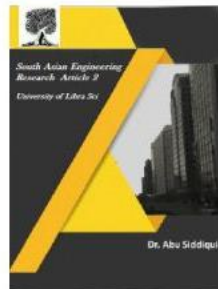
Life, employees concentrate more on both individual as well as group development which in turn leads to overall development. According to **Walton** (1975) proposed eight conceptual categories. They are as follows:

- o Adequate and fair compensation,
- o Safe and healthy working conditions,
- o Immediate opportunity to use and develop human capacities,

According to **Herrick & Mac** by (1975) have identified four basic principles which summaries the humanization.

- o The principle of Security,
- o The principle of Equity,
- o The principle of Individuation,

Successful organization is turning through the introduction of Quality of Work Life strategy to the people who work in them to maintain competitive advantage. The benefits to both management and workers include:

2.5. QUALITY OF WORKLIFE AT VIRINCHI TECHNOLOGIES

2.5.1. Compensation and Benefits Policy:

Virinchi Technologies focused on compensation as being integral to our work and recognizing talent.

2.5.1.Philosophy:

Salaries vary according to the various departments, designations, qualification, previous work experiences and a successful, stable work record. Compensation for one particular job or classification cannot be compared as being relative to any other.

2.5.2. Compensation Structure:

Monthly compensation components include:

- Gross salary,
- Annual Benefits,
- Retirement Benefits,
- Other Benefits.

2.7. Difference between job enrichment and job enlargement:

Job enrichment	Job enrichment and enlargement
Routine job	Job enlargement

Higher-order
Lower-order

Few

Many

Number of tasks
(Focus on Breadth)

In the above figure we see that job enrichment focuses on satisfying higher-order needs, while job enlargement concentrates on adding additional tasks to the worker's job for greater variety. The two approaches can even be blended, by both expanding the number of tasks and adding more motivators, for a two-pronged attempt to improve QWL.
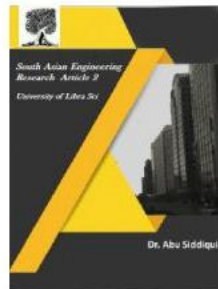
Whether satisfaction is going to be improved depends on whether the rewards match the expectations, needs and desires of the employee as shown at the bottom of the

above figure. If better performance leads to higher rewards and if these rewards are seen as fair and equitable, then results in improved satisfaction.

III. METHODOLOGY

The study has been covered based on the following steps:

3.1. DATA COLLECTION: The data has been collected from the two main

Sources of data namely:

- Primary Source of data
- Secondary Source of data

A. PRIMARY SOURCE

Primary source includes the data that is collected from Virinchi Technologies and selected respondents. The required information is collected in the following ways:

- Administered a structured questionnaire.
- On the basis of observation.
- By interacting with the concerned employees.

3.2. Tools used for data collection are as follows:

- Discussions (Unstructured Discussions)
- Questionnaire (Structured Questionnaire)

3.3.SECONDARY SOURCE

Secondary source is that information that is obtained from those sources other than direct sources and the information is collected through the mentioned ways.

- Company's Website.
- Magazines and Journals.
- Text books published on Human Resource Management.
- Websites and Search engines.
- Other records.

3.4.SAMPLE SELECTION:

A sample is known as the sub-unit of population which shares the similar features. The number of units in the sample is known as the sample size.

In this study a sample size of 50 was selected based on the previous studies and other past records. Here, in this context a sample refers to the employees of the related departments covered by the study.

3.5ANALYSIS:

- The collected data has been coded and represented diagrammatically in the form of bar diagrams by calculating the frequency and average. Based on this suitable interpretations were made.
- Based on the responses obtained and the gathered data suitable recommendations were given which can help the organization in retaining their employees

IV.DATA ANALYSIS AND INTERPRETATION

1. How do you feel working with Virinchi Technologies?

(a)Excellent   (b) Good   (c) Satisfactory   (d) Poor

Category	Respondents	Percentage
Excellent	12	24
Good	34	68
Satisfactory	4	8
Poor	0	0

Category	Respondents	Percentage
Nature of the job	15	30
Working with colleagues	7	14

Recognition of effort	19	38
Development opportunities	5	10
Pay and conditions	4	8
Others (mention)	0	0
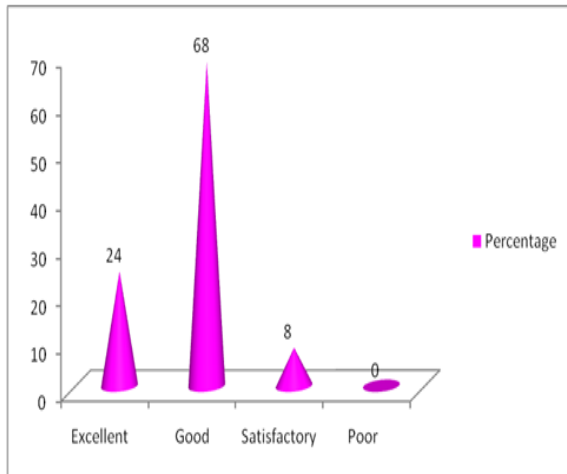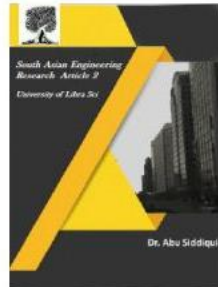
Interpretation:

The survey depicts that 68%of the employees feel good working with Virinchi Technologies and 24%of the employees feel excellent and 8%feel satisfactory about working with Virinchi Technologies. The survey depicts that most of the employees (68%)feel good about working with Virinchi Technologies.
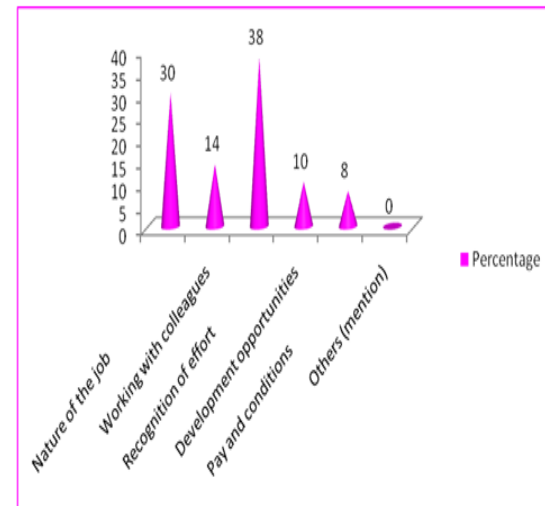
So the company should ensure that this percentage increases by providing promising environment. Hence should show a little more care and concern.

2. What helps positive attitude towards the job?

    (a) Nature of the job   (b) Working with colleagues

    (c) Recognition of effort   (d) Development opportunities

   (e) Pay and conditions   (f) Others (mention)_____

Interpretation:

From this survey it is found that 38% of the respondents feel that there is positive attitude towards recognition of effort and 30% towards nature of the job and 14% working with colleagues and 10% of the employees towards development opportunities and 8% felt that pay and condition is one of the reasons towards positive attitude.

Therefore, there is positive attitude towards recognition of efforts and nature of the job.

3. Which of the following best describes your usual work schedule?
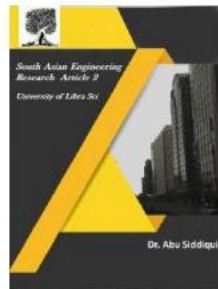
(a) Day shift   (b) Evening shift   (c).Night shift

(d) Irregular shifts /on-call   (e) Rotating shifts

| Category	Respondents	Percentage
Evening shift	20	40
Night shift	13	26
Day shift	12	24
Irregular shift call	1	2
Rotating shift	4	8
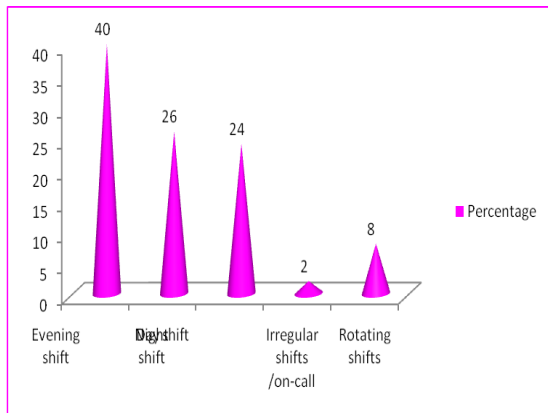
Interpretation:

The survey depicts that 40% of the respondents of Virinchi Technologies are will Virinchi to work in evening shifts and 26% of respondents are will Virinchi to work in night shifts & 24% of the employees are interested to work in day shifts & 8% of the employees like to work in rotating shifts & 2% of employees wants to work in irregular shifts

From the above most of the employees are interested to work in Evening shifts.

4. How do you rate the work culture in your organization?

(a) Excellent   (b) Very good
(c) Good

(d) Satisfactory   (e) Bad

Category	Respondents	Percentage
Excellent	6	12
Very good	18	36
Good	19	38
Satisfactory	7	14
Bad	0	0
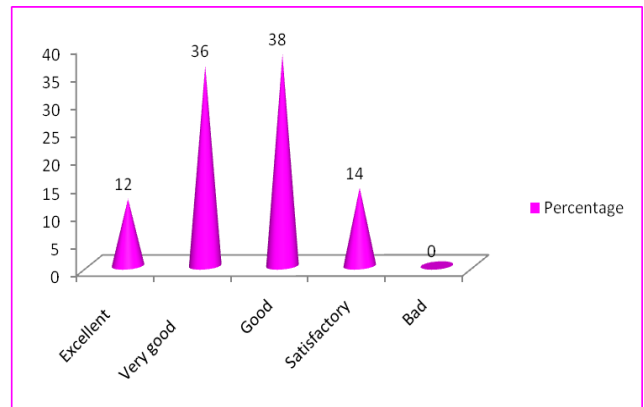
Interpretation:

The survey depicts that 38%of the employees felt that there is good work culture in the organization and 36% of the employees felt that work culture is very good and 14%of the employees felt that the work culture is satisfactory and 12% of the employees felt that they have excellent work culture in the organization.

From this, we can say that most of the employees at Virinchi Technologies feel that they have good work culture and they are confident about it.

CONCLUSION

It would be observed from the foregoing that most of the employees are satisfied with the
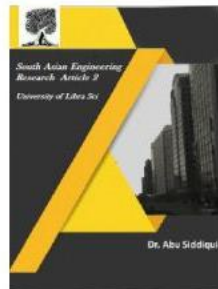
Quality of Work Life at Virinchi Technologies and also with the compensation packages, leave policies, training and development programs, performance appraisal systems which are in accordance with their expectations.

REFERENCES

1. Decenzo & Robbins – Human Resource Management, Johnwilley 1998
2. Biswajeeet Pattanaya, Human Resource Management, PHI-2001
3. Mirza S Saiyadain - Human Resource Management, TMH-2001
4. P.Subba rao - Human resource management ,HPH-2003

5. ICFAI Journal of Management
6. The Indian Management

Websites:

- www.virinchi -tech.com
- www.humanresouces.uce.edu

Search Engines:

- www.google.com
- www.dogpile.com

STUDENT PROFILE
K. NANDINI SHE IS COMPLETED HER DEGREE FROM ANNIE BESANT DEGREE COLLEGE FOR WOMEN, DILSUKHNAGAR AND NOW PURSUING MBA IN TKR COLLEGE OF ENGINEERING & TECHNOLOGY,

HYDERABAD,TELANGANA,INDIA.

GUIDE PROFILE
A.CHAITANYA WORKING AS ASSISTANT PROFESSOR IN TKR COLLEGE OF ENGINEERING & TECHNOLOGY, HYDERABAD,TELANGANA,INDIA.