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Human Resource Development Ascertained Through Quality Of Working Life

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Abstract:QWL is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition. Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life. QWL has also been viewed in a variety of ways including, as a movement, as a set of organizational interventions, a type of work life by employees. QWL efforts generally try to instill in employees the feelings of security, equity, pride, ownership, autonomy, responsibility and flexibility. They try to treat employees in a fair and a supportive way, to open up communication channels at all levels to offer employees opportunities to participate in decision affecting them, and to empower them to deliver results independently using their talents fully. To be successful, QWL programs must be planned thoroughly. The aspirations and attitudes of workers must be examined closely before launching any program. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and workers genuinely desire to progress on their own.

Keyword: Quality Work Life, Human Resource Development, Employees Wellbeing.

INTRODUCTION:

A high quality of work life (QWL) is essential for organizations to continue to attract and retain employees. QWL is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition. Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life. QWL has also been viewed in a variety of ways including, as a movement, as a set of organizational interventions, a type of work life by employees. QWL is a dynamic multidimensional construct that currently includes such concepts as pay, job security, reward systems, training and career advancements opportunities, participation in decision making, workload, skill utilization, resource adequacy, supervisory behavior, coworker relations, promotions, variety, occupation, teamwork, role clarity, Safety & health and others. Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life. As such quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers.

REVIEW OF LITERATURE:

A number of researchers and theorists have been interested in the meaning of the QWL concept and have tried to identify the kinds of factors that determine such an experience at work (Dejamotte & Talcezawa, 1984; Kalra & Ghosh, 1984; Kahn, 1981; Seashore, 1976; Mirvis and Lawler, 1984; Lawler, 1982; Kerce and Booth-Kewley, 1993). The findings of a literature search for various features defining QWL led to an identification of two general factors namely work/work environment and employee welfare and well being. Within the first factor are included such features as democracy (Cooper, 1980), task content/physical features of the job (Kalra & Ghosh, 1984; Kahn, 1981), quantity and quality of leisure time created by the job (Kirkman, 1981), and promotion (Kahn, 1981; Macarov, 1981). The second broad QWL factor mainly emphasizes employee welfare and well-being. Kalra and Ghosh (1984) emphasized the physical working environment including safe and healthy working conditions while Cooper (1980) stressed security, equity, and individuation of the employee as features of a quality working experience. Metz (1982), Kirkman (1981), and Macarov (1981) emphasized job security, good pay, and benefits respectively. Healthy social relations (Lippitt & Rumley, 1977) and social integration (Walton, 1974) were two other employee welfare features thought to comprise QWL.

CONCEPT OF QWL:

QWL is a prescriptive concept; it attempts to design work environments so as to maximize concern for human welfare. It is a goal, as well as a process. The goal is the creation of more involving, satisfying and effective jobs and work environment for people at all levels of the organization. As a process, QWL involves efforts to realize this goal through active participation. The whole essence of QWL may be stated thus: "The QWL is cooperative rather than authoritarian: evolutionary and open rather than static and rigid; informal rather than rule- bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other". QWL, in short, refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.

The term 'quality of work life (QWL) has different meanings of different peoples, some consider it industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Others view it as improving social relationships at workplace through autonomous workgroups. Finally, others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems.

In general terms, QWL, refers to the favorableness or unfavorableness of a job environment for people. It refers to the quality of relationship between employees and the total working environment. According to Harrison, QWL is the degree to which work in an organization contributes to material and psychological wellbeing of its members. One expert defines quality of working life as "a process of joint decision making, collaboration and building mutual respect between management and employees". It is concerned with increasing labor management cooperatives to solve the problems of improving organizational performance and employee satisfaction. According to the American Society of Training and Development, it is "a process of work organization which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees.

Broadly the definition of quality of work life involves four major parts: safe work environment, occupational health care, suitable working time and appropriate salary the safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue the working time has been established by the state according to legislation. The standard limits on overtime, rest days, and public holidays etc. have also been stipulated. The appropriate salary is agreed upon by the employee and the employer and fixed by the Pay Commission. The Government also establishes the rate of minimum wage; The employer should not pay less than that to the employee.

According to J. LIoyd Suttle, "Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization." It focuses on the problem of creating a human working environment where employees work cooperatively and achieve results collectively. QWL, as it is understood today, includes four essential elements:

The program seeks to promote human dignity and growth.
Employees work collaboratively.
They determine work changes participative.
The program assumes compatibility of people and organizational goals.

MAJOR ISSUES IN QWL:

The major factors that affect the quality of work life may be stated thus:

3.1 Pay

QWL is basically built around the concept of equitable pay. In the day ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm.

3.2 Benefits

Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process. Apart from safe and healthy working conditions, they would love to have benefits at all kinds from the employer(s).

3.3 Job Security

Employees want stability of employment. They do not like to be the victims of whimsical personnel policies and stay at the mercy of employers. The workplace should offer security of employment and the question of layoffs is opposed tooth and nail by all categories of employees these days.

3.4 Alternative job schedules

Employees demand more freedom at the workplace, especially in scheduling their work. Among the alternative work schedules capable of enhancing the quality of work life for some employees are:

Flexitime, a system of flexible working hours.
Staggered hours: Here groups of employees begin and end work at different intervals.
Compressed workweek: It involves more hours of work per day for fewer days, per week.
Job enrichment: It attempts to increase a person's level of output by providing that person with exciting, interesting, stimulating or challenging work. Such work, in turn, gives a person a chance to satisfy higher level needs and is therefore a motivational influence.
Autonomous work groups (AWGs): Here a group of workers

will be given some control of decision- making on production methods, distribution of tasks, recruitment of team members, selection of team leaders, work schedules and so on.

3.5 Occupational Stress

Occupational mental- health programs dealing with stress are beginning to emerge as a new and important aspect of QWL programs dealing with stress are beginning to emerge as a new and important aspects of QWL programs in recent years. Obviously an individual suffering from an uncomfortable amount of job- related stress cannot enjoy a high quality of work life. To this end, the Personnel managers have to look into the working conditions, nature of work, worker's abilities, etc. There must be a conscious attempt to put employees on jobs that are best suited to their talents.

3.6 Worker participation

Employees have a genuine hunger for participation in organizational issues affecting their lives. Naturally, they demand far more participation in decision- making process at the workplace. They want more democratic employer-employee relationships. Personnel managers, therefore, must be sensitive to the internal sound and sights of the corporate citizens who are voluntary members of the organization and provide for a less autocratic and more participative style of leadership.

3.7 Social integration

According to Prof. Walton, the work environment should provide opportunities for preserving an employee's personal identity and self- esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization. There should be a equal treatment in the work place.

3.8 Work and total life Space

A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not eat too much into a person's leisure time and family life.

Obstacles to QWL Program:

It is not easy to implement QWL programs. Many hurdles do crop up from time to time.

4.1 Managerial attitudes

QWL demands democratization at in the work place. Managers must be willing to share their decision making powers with employees. They must allow employees to speak up and participate actively in organizational matters. However, this is easier said than done. Managers may consider the whole affair as a threat to their existence. They may be reluctant to give a part of the 'decision making power' which traditionally belongs to them.

4.2 Union's attitudes

Unions may have a genuine feeling that QWL programs speed up work performance and achieve productivity improvements without offering adequate returns to workers. QWL may be another ingenious device to extract more work from workers. It may be a productivity ploy. To allay, such fears, management needs to sell the QWL program, explaining the purposes, and benefits that are likely to accrue to employees in the long run.

4.3 Cost considerations

The Capital costs and day-to-day operational expenses of QWL programs seems to be quite phenomenal – beyond the reach of an organization. Moreover, there is no guarantee that the program will yield positive results (the results from General Motors and Volvo were mixed). As a justification it may, however, be added that the program needs to be implemented cautiously, keeping a close watch on the budget.

IMPROVISATION OF QWL:

QWL efforts generally try to instill in employees the feelings of security, equity, pride, ownership, autonomy, responsibility and flexibility. They try to treat employees in a fair and a supportive way, to open up communication channels at all levels, to offer employees opportunities to participate in decision affecting them, and to empower them to deliver results independently using their talents fully. In order to improve the quality of working life, the following things need to be strengthened:

Employment Conditions (Safety, Health, Physical Environment).
Equitable rewards (pay, incentives, benefits, services).
Job Security.
Enhancing the Self- Esteem of people.
Participative climate and team spirit.
Training to employees, managers, and supervisors so that they share the vision, values and culture of the organization.
Autonomy to draw resources and deliver results.
Recognition for work done, followed by rewards so as to encourage and belongingness.
Congenial worker- supervisor relations; offering proper feedback on results achieved.
Job redesigns and job enrichment.
Open and transparent management style.
An atmosphere of trust and open communication.

To be successful, QWL programs must be planned thoroughly. The aspirations and attitudes of workers must be examined closely before launching any program. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and workers genuinely desire to progress on their own. Above all, supervisors and line managers must be adequately trained to interact with employees in a friendly and democratic manner.

CONCLUSION:

The quality of work life is essential for organization to continue, to attract and retain. This study emphasis to ascertain organizations to equip a number of training programs for its employees to well equip better work life balance. The production and security department are not given proper welfare and resources which ultimately reduces

the quality of work life. Though they are dissatisfaction with the above aspect, they are happy with the present job, promotion policies, job future, superior's behavior, and coworkers. The present study suggests giving more training program in the QWL aspects. It also suggests the management to be more dynamic and implement changes as per the external environment, to meet the competitors. Food and Beverages are commodities consumed by human being. So quality needs to be assured. When Quality of work life is prioritized it will increase the quality of services and food.

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