

Chapter III

QUALITY OF WORK LIFE - AN OVERVIEW

The Quality of Work Life is the result of an evaluation that each individual carries out comparing his own hopes, expectations and desires with what he considers as reality. Quality of Work Life is basically the Quality of Life that an employee experiences at his work place. Unless good Quality of Work Life is provided to an employee he cannot be motivated towards work. Quality of Work Life covers all aspects of employee's work life like economic, social, psychological and organizational. Quality of work life is a multifaceted concept. The premise of Quality of Work Life is having a work environment where employees' activities become more important.

3.1 INTRODUCTION

Origin of Quality of work life is dated back in industrial revolution. When higher productivity is emphasized to such an extent that workers were considered as machines or we can say human factor is totally misplaced. Soon the negative results of this practice became prevalent in the form of absenteeism, low turnover, poor morale and occasional sabotage, boredom, fatigue, accidents resulting from inattention, alcoholism, drug addiction, etc. Therefore In early 20th century Legislation was enacted to avoid job-injuries and dangerous working conditions. Job security was stressed in the unionization movement (1930- 1940), mainly because of the production process and economic gains for the workers. During 1950s and 1960s, various theories were developed by psychologists suggesting a "positive relationship between morale and productivity", and the possibility that improvement in human relations would lead to enhancement of both.

The term “Quality of Work Life” has appeared in 1970’s in the Research Journals and press in USA. Louis Davis coined the term quality of work life. In 1972, the first International QWL conference was held in Toronto and in the same year, the international council for quality of work life was established.

Quality of work life refers to the extent to which members of a work organization are able to satisfy their personal needs through their work experience in the organization. It covers the person's feelings about every aspect of work including economic rewards, benefits, security, internal & external equity, working conditions, career opportunity, decision authority & organizational & interpersonal relationships, which are very meaningful in a person's life. The term quality of work life (QWL) has different connotations to different persons. For example, to a worker in an assembly line, it just means a fair day’s pay, safe working conditions, and a supervisor who treats him/her with dignity. To a young new entrant, it may mean opportunities for advancement, creative tasks and a successful career. To academics it means the degree to which members of work organization are able to satisfy important personal needs through their experiences in the organization.

3.2 MEANING OF QWALITY OF WORK LIFE

Quality of Work Life refers to “the favorableness or unfavorableness of a job environment for people” (Keith, 1989). QWL means the sum total of values, both material and nonmaterial, attained by a worker throughout his career life. QWL includes aspects of work-related life such as wages and hours, work environment, benefits and services, career prospects and human relations, which is possibly relevant to worker satisfaction and motivation (Trehan Ruchi,2008).

One way equates QWL with a set of objective organizational conditions and practices (e.g., promotion from within policies, democratic supervision, employee involvement, safe working conditions). The other way equates QWL with employees' perceptions that they are safe and relatively well satisfied, they have reasonable work-life balance, and they are able to grow and develop as human beings. This way relates QWL to the degree to which the full range of human needs is met (Cascio Wayne F, 2005).

QWL encompasses every aspect of a person's work which includes working condition, job security, pay and allowances, recognition, appreciation, development, interpersonal relation, etc. and its effect on his life outside work. Therefore, it can be concluded that QWL is concerned with improving life not only at work but also life outside work.

3.3 SIGNIFICANCE OF QUALITY OF WORK LIFE

An organization is made of people who possess skills, ability, aptitudes that create competitive advantage for it. Various functions of an organization is planned, executed and controlled by human resource. So it is essential for the organization to do proper management of human resource in order to achieve its objectives efficiently and effectively. The management of human resource plays a key role in opening up new opportunities for promoting the growth of both individual and institutional. Through 'Quality of work life' the organization works in the same direction. Now-a-days, jobs are so demanding that it imbalance the family and work life due to job pressure and conflicting interests. So it is essential for the organization to develop quality relation between its employees and working environment.

In order to attract and retain employees, an organization has to develop a high quality of work life. Organizations by adopting QWL programmes ensure to create excellent work condition and job for its employees. Hence, QWL seeks to create such a work environment where the employees work co-operatively and make positive contribution in achieving organizational objectives.

The term QWL was first coined by Davis in September 1972, in an international conference at Arden House, New York. The thought has then travelled through to be considered as a 'movement', 'reform' and 'policy' for increased productivity in an organization (Pomonis and Baumgratel 1980). Nadler and Lawler in a paper have shown that the definition of QWL has undergone a progression of change over time. Initially it was conceived as a '*variable*', later it became '*an approach*'. By 1975 it came to be regarded as a '*method*', by 1980 it became a 'movement', and finally say around 1982 it became a global concept embracing everything,

3.4 DEFINITION OF QUALITY OF WORK LIFE

Even though the concept was being given potential importance right from early 1950s, it was not very clear and was ambiguous. Quality of Work Life is interpreted and viewed in different ways. The term involves a sympathetic response among many. Though many people tried to define it, in specific terms, a few among them are presented below.

Quality of Work Life (QWL) has been defined as "The quality of relationship between the employees and the total working environment". QWL is concerned with the overall climate of work and the impact on work and people as well as on organization's effectiveness.

In 1983, Nadler and Lawler perceived that after the phase of 1979 – 82 when Quality of Work Life means everything, it would lose its impact and mean nothing. But, instead of losing importance, Quality of Work Life is gaining momentum day by day and as following stages: First definition during 1969-1972 considered QWL as Variable; Second definition during 1969-1975 considered QWL as Approach; Third definition during 1972-1975 considered QWL as Methods; Fourth definition during 1975-1980 considered QWL as Movement; Fifth definition during 1969-1982 considered QWL as Everything.

De (1976) has pointed out, “Quality of Work Life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuity of the growth of a man leading to his development to the fullest. By providing good Quality of Work Life, one can eliminate the exploitation, injustice, inequality oppression and restrictions which tamper the continuous growth of human resource which in turn leads to its overall development”.

Hackman and Suttle (1977) proposed that the quality of work life served happiness and satisfaction of every performer in the organization, whether in levels of labourers, supervisors, management or company or agency owners. The good quality of working life not only made personnel to have job satisfaction; it also resulted in other prosperities such as social, economic, environmental conditions and products. Most importantly, the quality of working life could lead to job satisfaction and attachment to the organization. Also, it helped to reduce rates of absenteeism, turnover, morale and accidents whereas the organization proficiency in respect with, encouragement and job satisfaction as well as product quality and amount were higher.

Rosow (1977) explains the importance of work more in detail and relates it to success and failure of a man in his society. According to him, work is the core of life, considering the deeper meaning of work to be individual and to life's values. Work means being a good provider, it means autonomy, it pays off in success and it establishes self-respect or self-worth. Within this framework, the people who openly confess active job-dissatisfaction, is verily admitting failure as a man, a failure in fulfilling his moral role in society.”

The American Society for Training and Development appointed a task force on the QWL in 1979. The task force defined quality of work life as, “a process of work organizations which enables its members at all levels to actively participate in shaping the organizations environment, methods and outcomes. This value based process is aimed toward meeting the twin goals of enhanced effectiveness of organization and improved quality life at work for employees (Skrovan, 1980). According to this definition, quality of work life is a process of work organization designed to enhance the effectiveness of an organization and improve the quality of work life of its employees.

Richard Walton (1979) who has taken up extensive research report that Quality of Work Life can be considered as the major contributor to this concept. In fact, measuring of Quality of Work Life has become easy and practicable with the eight factors/elements that Walton has proposed. According to Walton, “Quality of Work Life is the work culture that serves as the corner stone”. He says that the work culture of an organization should be recognized and improved to improve Quality of Work Life of that organization.

Robert H. Guest (1979), a noted behavioural scientist talks about feelings of an employee about his work while defining Quality of Work Life. He further points out the effect of Quality of Work Life on person's life. According to him, "Quality of Work Life is a generic phrase that covers a person's feeling about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relations and its intrinsic meaning in person's life," and "It is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions, affecting their work lives".

According to Blue Stone (1980), "the Quality of work life means bringing to the work place maximum democratic life-style and balancing the needs of production and needs of the employees and self-fulfillments". So, the most accepted common denominator of quality of work life experience is the joint worker management participation.

Cohen and Rosenthal (1980) have focused attention on the employees satisfaction. They describe quality of work life as, "an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction".

Daniel (1982) of the American Society of Training and Development of Quality of Work Life indications stated that his committee had given a definition on the quality of work life as a process for work organization which enables its members at all levels to actively participate in shopping the organization's environment, methods and outcomes.

This value-based process is aimed toward meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for employees.

In the words of Mansell and Rankin (1983)¹⁴⁶, Quality of working life is the concrete expression of a particular set of beliefs and values about people, about organizations and ultimately about society”.

Robert F. Craver (1983) a Senior Executive of American Telephone and Telegraphic Company (AT & T) says Quality of Work Life is more than an attempt to pacify the growing demands of impatient employees. For the Management, Quality of Work Life offers new challenges, opportunities, growth and satisfaction”.

Delamotte and Takezawa (1984) pointed out the idea that quality of work life originated work and the idea that the quality of life means the development of the worker’s life to have a better living condition, to work in a good working condition, to receive fair benefits and safe equal rights. According to these writers, the quality of work life means good results from work which benefit the workers as a result of the improvement of the organization and its work nature, the special consideration given to the workers work life, work satisfaction and decision-making sharing.

Huse and Cummings (1985) defined the quality of work life as the consistency between individuals fulfillment and job satisfaction with organizational proficiency. In other words, the quality of work life was the organizational proficiency as a consequence of workers well-being in working, resulting from the perception of working experience that made employees feel satisfied in that job. Huse and Cummings further explained that the quality of work life affected the organization in 3 ways: firstly, it increased

organizational productivity; secondly, it increased work spirit, encouragement and motivation of workers and lastly, it helped improve the potential of workers.

Goodman (1985) observes that, “in recent years the term quality of work life has been used to refer to employee satisfaction and dissatisfaction with overall condition of work”.

Kast and Rosenzweig (1985) stated that the quality of work life referred to the perception about individuals performance that they were involved in sharing opinions, solving problems and making decision within the organization.

Cascio (1986) specifies the meaning of quality of work life in two characteristics: the former means working environment and other practices within the organization such as job enrichment, democratic supervision, employee involvement and safe working conditions. The latter is related to safety, good relationships between employees and employers, growth of career path and development of the working environment.

Robinson and Richard Alston (1988) assert that the key determination of the quality of work life is whether an individual feels off and a contributor to the industrial environment in which he or she earns his/her living. They further observed that “the quality of work life is related to the ease with which people can undertake tasks they require to undertake and thus gives the performance necessary to the economic vitality of the business”.

Werther and Davis (1989) have given the meaning of the quality of work life as a good command of supervising, good condition of working, many good benefits, providing good income, and job-provoking interest, challenge and rewards from that job. Werther and Davis believed that the quality of work life and the increasing of productivity of the employee go hand-in-hand.

Kerce and Kewley (1993) stated that the quality of work life referred to groups, procedures or technologies which allowed the working environment to provide more productivity or employees to have increased job satisfaction. The outcome focused on employees rather than the management. The quality of work life also covered the involvement in problem solutions, revision of working systems, making jobs interesting, using new methods in the reward system and improving the working environment. Therefore, the quality of life of employees in the organization comprised overall job satisfaction, facet job satisfaction (or task-specific satisfaction), job characteristics and attachment to work.

Sirgy et al.,(2001), define QWL as employee satisfaction with variety of needs through resources, activities, and outcomes stemming from participation in the workplace. This definition suggests that thirty years after the concept first appeared, QWL is still defined in terms of satisfaction. Maccoby (2001) defines QWL as a commitment of management and union to support localized activities and experiments to increase employee participation in determining how to improve work. Lau et al., (2001) equated QWL to favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities.

According to Tripathi, (2003), the scope of QWL concept originally included only job redesign efforts based on the socio-technical systems approach. Today this concept encompasses a wide variety of interventions. Important among them are: Job enrichment, Stress management, Job satisfaction, Promotions and Career planning, Quality circles, Suggestion schemes, Employee participation, Empowerment, Autonomous work teams, Flexible organizational structure, and Socio-technical work system.

According to Ranganayakulu (2004) the term quality of work life means, “the favorableness or unfavourableness of a job environment for an organization’s employee, and the term quality of working life also means, “programmes representing a systems approach to job design and job enrichment which will make job more interesting and challenging. Programmes are closely associated with the socio-technical systems approach”.

The definition by Serey (2006) is more conclusive and best meets the contemporary work environment in BPO industry. The definition is related to meaningful and satisfying work. It includes: (1) an opportunity to exercise one’s talents and capacities, to face challenges and situations that require independence, initiative and self-direction; (2) an activity thought to be worthwhile by the individuals involved; (3) an activity in which one understands the role the individual plays in the achievement of some overall goals and (4) a sense of taking pride in what one is doing and in doing it well.

(Martel & Du Puis, 2006) state that the difficulty in defining QWL represents a sizeable obstacle to further development of research in this field. Till date, critiques are concerned primarily about the difficulty of operationalizing any definition that represents a significant theoretical nature. If this criticism is justified, an examination of recent work

on QWL should confirm the difficulty of creating a link between the state of theoretical knowledge of QWL and its application in research

Rethinam and Ismail (2008) define QWL as the effectiveness of the work environment that transforms an organization into a meaningful one and influences personal needs in shaping the values of employees that support and promote better health and well-being, job security, job satisfaction, competency development and balance between work and non-work life.

From the definitions given above, it can be concluded that the quality of work life means the feeling or attitude of people's perceptions of self-working experiences that their jobs are meaningful and valuable, or that they are satisfied in working by receiving the adequate response to the physical, mental, social, and economical wants; thus, they will live their lives happily. Whatever may be the interpretation, Quality of Work Life is most debated and debatable topic to both employer and employees.

It is not only monetary benefits, though monetary benefit still occupy the first place in the list of elements like physical working conditions, job reconstructing and job-redesign, career-development, promotional opportunities, etc., are also gaining importance rapidly. As such, the workers expect the management to improve all these facilities which thereby, improve quality of work life.

When organizations provide good Quality of Work Life, employees concentrate more on their individual and group-development. The Management can get their attention with their high motivation and morale which paves way for rapid and smooth Human Resource Development.

3.5 QUALITY OF WORK LIFE FRAME WORK IN INDIA

In this era, quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human inputs rises from maintaining the quality of work life perfectly. Rise in the quality of work life would help employees well being and contribute to the well being of the whole organization. This research is an attempt to study the quality of work life of steel plant employees in Tamil Nadu. Legislation enacted in early 20th century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930 and 1940s were the initial steps. Emphasis was given to job security, due to process at the work place and economic gains for the workers.

The 1950s and the 1960s saw the development of different theories by psychologists proposing a “positive relationship between morale and productivity”, and the possibility that improved human relations would lead to the enhancement of both. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally, in the 1970s the ideal of QWL was conceived which, according to Walton, is broader than these earlier developments and is something that must include „ the values that were at the heart of these earlier reform movements and „human needs and aspirations. The theories of motivation and leadership provided a sound base for the concept of QWL. If the lower-order needs are satisfied, people seek satisfaction for the higher-order needs

The term quality of work life appeared in research journal only in 1970's. It is not only monetary aspects that a modern employee concerns himself with but also conditions of employment, interpersonal conflicts, role conflicts, role conflicts, job pressure, lack of

freedom of work and absence of challenging work etc. As the style of management has changed for paternalistic and democratic, as the expectations of employees with an impending need to achieve more and more productivity and efficiency, employees look forward to the conducive and congenial working conditions and favorable terms and employment. As such productivity and efficiency of an organization largely depend upon the quality of work life provided by the organization.

Sinha (1977), observes that the hard realities like acute poverty, high unemployment, huge foreign debt, high disparity between the poor and the rich sections of society, etc., make some people doubt the relevance of the concept. He further adds, in India, a man is seldom judged by what work he does. More often, the criteria are; how he is related with others, e.g., family and friends, how willing he is to make sacrifices for his sons. Sinha suggests that the most important indicator of quality of work life in India is the extent of fulfillment of the basic needs of man followed by the reduction of the enormous economic disparity between the haves and have-nots. This ultimately leads to more commitment to job and resultant increase in productivity which we desperate need in order to meet the basic requirement of our society.

Ahmed (1981), an expert in this field, has observed that the Indian workers prefer to find some positive actions from Management side so far as implementation of the ideas generated by them is concerned and that can certainly be done, if Management means business. Minutes of meetings are not really the things about which the workers are interested. There is every reason to believe that in the Indian Industrial Sector (including the public sector also) is definitely possible to react fast to the worker's ideas on work improvements and related matters. Quality of work Life programmes do not seem to take

off unless unions are strong. In this connection, Ahmed has observed that most of the workers unions in India seem to have very little positive power. He further felt that the Government should clarify its attitudes vis-à-vis Quality of Work Life programme. In his opinion, as long as the government is not an interfering one, things will move smoothly but it will really require a determined (workers/employees) Union management team committed to go through the entire Quality of Work Life process. Recently Governments have made some efforts to involve in maintenance of Quality of Work Life through their legislations, even while some legislation creates more problems than offering solutions.

The people in India generally are unadoptive to anything which is new; initial apathy is evident in adopting anything which is new no matter how it improves the ability of the organization. The Management tends to stick on to the traditional methods of getting work done from the employees. As such, they did not take any measures to improve Quality of Work Life for a long time.

Improving Quality of Work Life also involves considerable amount to be spent by the management. The employers were initially hesitating to spend extra money. This has given negative attitude to employers. Now, both Management and workers are realizing the importance of Quality of Work Life. In fact, Quality of Work Life has become a buzzword in the industries these days and even laymen talk about it. Quality of Work Life is referred to as humanizing the working life and emphasizing the human factor.

India is not lagging far behind, but in the private sectors many things are still desirable. It may sound paradoxical but we have to point out here that this factor shaped by the upbringing of an average Indian. The society in India, especially the family is dominated by bureaucratic thinking.

The Quality of Work Life becomes relevant in developing countries like India, because, in a developing country the Quality of Work Life can become both ends and means. It is an end in itself; it is a highly significant component in the Quality of Life, the goal of development. It is a means because the experience of participation in the decision-making at the work place and of progressive learning-help. Workers acquire the civic competencies and skills on which a country developing in the social democratic mode must rely.

The specific issues relating to Quality of Work Life are pay and stability of employment, occupational stress, organizational health programmes, alternative work schedules, participative management and control of work, recognition, congenial worker-supervisor relations, grievance procedure, adequacy of resources, seniority and merit in promotion, employment on permanent basis. The managers in-charge of human resource have to build and maintain Quality of Work Life by providing a wide range of fringe benefits and full security which will improve productivity, reduce absenteeism and alienation of employees.

3.5 COMPONENTS/DIMENSIONS OF QUALITY OF WORK LIFE

The Richard Walton (1975), an American Professor proposed eight major conceptual categories as framework for analyzing the salient features of the QWL. These are: 1) adequate and fair compensation, 2) safe and healthy working conditions, 3) immediate opportunity to use and develop human capacities, 4) future opportunity for continued growth and security, 5) social integration in the work organization 6) constitutionalism in the work organization, 7) work and the total life space, and 8) the social relevance of work life.

3.5.1 Adequate and fair compensation

The fundamental driving force behind work is to earn a living (Walton, 1973; Schreuder and Theron, 1997). Nirenberg (1993), appeals to consider adequate and fair compensation as a major component when QWL programs are implemented. What constitutes adequate compensation is difficult to define and assess. This difficulty stems from the relativity of the concept in that the work situation and the particular employee concerned largely influence its operational definition (Walton, 1973; Orpen, 1981). Fairness can be determined through job evaluation measures such as job ranking, job classification and by factor comparison (Schuler, 1998). Also various techniques are available to determine the supply and demand for particular skills and competencies, and for establishing average levels of compensation for these various categories, thus enabling the implementation of fair compensation levels (Schuler, 1998). Furthermore, benchmarks can be used to determine what proportions of profits should be distributed to employees in different occupations and across different categories within these occupations (Walton, 1973; Orpen, 1981). Stein (1983) identified pay as being one of five important components of QWL, although its categorical classification is somewhat different to Walton and Orpen. Study conducted by Reid (1992) on clothing workers confirmed Walton's proposition that compensation plays a critical role in determining QWL.

3.5.2 Safe and healthy working conditions

Orpen (1981) strongly argues that employees should not be exposed to working conditions that can adversely affect their physical and mental health. Many of the

researchers in the domain of quality of work life believe that safe and healthy work conditions have significant impact on QWL. The trouble with both compensation and working conditions is that, while in themselves they are very capable of removing feelings of job dissatisfaction, they are seldom able to arouse strong feelings of satisfaction (Orpen, 1981). For most of the employees in the developed economies of the western countries, fair compensation and good working conditions function mainly as hygiene factors and not as motivators. But in India, they are hygiene factors because employees in India have not yet crossed the first two levels of needs as depicted in the need hierarchy theory of Maslow (1954).

3.5.3 Immediate Opportunity to Use and Develop Human Capacities:

Employees' perception of the quality of their work life depends upon the extent to which jobs allow them not only to use but also to develop their competencies. Jobs should be designed in such a way that employees' higher level skills are utilized and higher level needs are satisfied and thus experience high level of quality of work life. Jobs should be designed on the principles of autonomy, skill variety, task significance and feedback, meaningfulness and completeness of a task. If skill variety is in-built into the job, employees develop and actualize their potentials through exercise of their competencies rather than the reception of limited, narrow skills. People suffer more from mental illness when they have demanding jobs, experience higher job pressure and lower skill variety (Oomens, Geurts and Scheepers, 2007). The structural approach proposed by Herman and Hulin (1972) and Loscocco (1990) advocates the necessity of jobs to contain variety. Opportunity to develop one's competencies is a contributing factor to QWL.

Hackman and Oldham (1980) opine that jobs which require the use of multiple talents are experienced as more meaningful and therefore more intrinsically motivating than jobs that require only the use of one or two types of skills. Task variety as an element of job design is consistent with the concept of “growth need satisfaction”, as well as with more psychological approaches taken by activation theory (Pinder, 1984; Ramlall, 2004).

3.5.4 Opportunity for Continued Growth and Security

Career advancement is a major concern of employees. This also relates to the idea of professional learning as a means for career development or succession possibilities (Bertrand, 1992). Employees during their career crave to experience growth and development, a sense of where one is going in one’s work life. QWL encompasses the career development practices used within the organization such as developing road maps for employees in terms of their career growth and succession plans.

3.5.5 Social Integration in the Work Organization

Social integration in the work organization can be established by creating freedom from prejudice, supporting primary work groups, a sense of community and interpersonal openness, egalitarianism and upward mobility. Walton (1973) and Orpen (1981) have identified five factors, namely, supportiveness, tolerance, equality, mobility and identification as essential for these interactions to have beneficial outcomes for employees.

3.5.6 Constitutionalism in the Work Organization

This dimension is concerned with what rights employees should enjoy, whether they exercise them or not, whether the organization has set up formal procedures to protect the individual worker from arbitrary and capricious actions by employers. Every employer should ensure that worker's rights mentioned below are respected in the organization.

The first is privacy, which refers to the right of individuals to personal privacy. It means matters they consider part of their private lives are not divulged to others without their permission. "Equity" is another right of the employees which means equitable treatment in all matters of the importance on the job, such as compensation, status, security and advancement. Free speech is another right which includes the right of the individual to disagree openly with the ideas and opinions of their superiors in the organization without fear of reprisal or subsequent victimization (Orpen, 1981).

Another right includes due process which refers to the right of individuals to be governed by the rule of law rather than by the unfair actions of particular individuals, with established procedures to prevent them suffering unfairly at the hands of others. It entails that all people in the organization, from the lowest to the highest level, should have the same access to appeals and to due process procedures. The last right is equality which refers to the right of employees not to be penalized because they belong to any particular group or class. It implies that justice and fair-play should prevail in the organizations; all employees are entitled to be treated in the same way as others, irrespective of the gender, race, religion, ethnic background or social class.

3.5.7 Work and Total Life Space

This dimension of QWL refers to the extent to which there is balance between the role of work and the employee's other life spheres. This concept of a balanced role encompasses work schedules, career demands, and travel requirements that do not continually take up leisure and family time and advancement and promotion that do not require repeated geographical moves (Walton, 1973).

3.5.8 Social Relevance of Work

Employees who feel that their organization is acting in a socially responsible manner, in terms of its products and services, will tend to value their work and careers more highly, which in turn is likely to enhance the self-esteem and well-being (Orpen, 1981). On the other hand, organizations which are seen to be acting in a socially irresponsible manner will cause increasing numbers of their employees to depreciate the value of their work and careers, with negative consequences on their self-esteem and well-being. Organizations must ensure that its various actions are seen by its own members to be socially responsible in the broadest sense. This requires that the work organization at least know what actions its various members regard as socially responsible and irresponsible, in terms of the conceptions of what constitutes quality of life in general (Orpen, 1981).

3.6 BENEFITS OF QUALITY OF WORK LIFE

Quality of work-life is an essential component of the quality of life. In order to attract and retain the employees, maintaining high levels of quality of work-life becomes inevitable in organizations particularly when the aspirations of the employees have been

aroused by the spread of mass education as is the case today. QWL is a comprehensive, wide-spread program designated at all levels, systems and procedures to improve worker satisfaction, strengthen workplace learning and help workers “better manage” uncertainties, change and transition which are the hall marks of modern business organizations. This integrative approach of quality of work-life is, therefore, very important. Again, employee’s perception of their quality of work-life is shown in their job performance and productivity. Job satisfaction is a direct result of quality of work-life of employees. Life satisfaction also emanates from perceived quality of work-life. Organizational and individual benefits of quality of work-life are discussed below.

3.6.1 Organizational Benefits of Quality of Work Life

QWL affects employee performance and productivity, identification with organization, job satisfaction, employee engagement, job involvement and organizational commitment. People work because they fulfill their needs through work. In fact, this “need satisfaction” is the main spring of motivation to work. Employees have the tendency to invest more time and effort in work when more number of their needs are satisfied through work. Hence, need satisfaction is the crux of the philosophy of quality of work life. High quality of work life in the organization leads to high job performance and productivity. Satisfaction of needs through organizational membership is associated with assertiveness and self-expression, while the failure to have needs satisfied may lead to alienation (Efraty and Sirgy, 1990; Kerse and Booth-Kewley, 1993). Organizational benefits of quality of work life are examined below:

Improving QWL would inevitably improve employee morale leading to improved performance and productivity. This was the golden rule of yester years. Today, it is recognized that enhancing QWL can improve performance under some, but not all conditions (Markham, 2010). If QWL and productivity are found to be causally related, organizations should give utmost attention to improve the quality of work life of employees. Organizations should conduct regular surveys to assess the level of perceived QWL and the extent to which employee needs are satisfied through work.

In public sector and government departments like railways, posts and telegraphs, productivity and profitability may take a back seat, since they have social concern and employment generation as their major objectives. Moreover, for many jobs, productivity is difficult to implement and measure. Additionally, pressure to increase productivity can sometimes lead to unanticipated negative outcomes for organizations. For example, increases in job safety and security may add more cost to the organization without improvement in the bottom-line. Hence, in the long run, it is probably more beneficial for organizations to concentrate on developing a well-trained, loyal work force that is willing and are able to adapt to changes than to focus only on productivity (Kerce & Booth-Kewley, 1993).

In private sectors, it is assumed that quality of work life of employees and the performance are causally related. Unlike public sector, the major objective of private organizations is profit maximization. Thus the connecting dots between quality of work life, performance of the employees and profitability of the organization are more vivid in private sector.

3.6.2 Individual Benefits from improved Quality of Work Life

Apart from organizational benefits, individual employees are also benefited from high quality of work-life in organizations. Studies conducted by Furnham and Schaeffer (1984), revealed positive associations between job satisfaction and mental health. According to Rethinam and Ismail (2008), health and well-being component of QWL refer to the physical and psychological aspects of an individual in the work environment. They believe that unstrained work environment ensures good health and psychological conditions, which enables the employee to perform job and non-work related functions without inhibitions. Thus, it leads to an un-stressful work environment providing a comfortable work-life to employees. Following are the benefits individual employees can have from a work environment characterized by high quality of work-life:

3.7 DETERMINANTS FOR IMPROVING QUALITY OF WORK LIFE

The concept of quality of work life has been operationalised through various systems such as job enrichment, workers' participation in management, organization development, quality circles, employee welfare, etc. While some of these schemes have been successful in improving the quality of work life, others are still to show results. The quality of work life movement is of recent origin and has a long way to go. Individuals as well as organized efforts are required to improve the quality of work life for millions of workers in the country.

In 1981 the National Productivity Council organized a national seminar on quality of work life. The seminar made several suggestions and pointed out the responsibilities of different groups' such as employees, unions and workers, professional organizations, and government etc. in improving the quality of work life.

Some of the techniques used to improve QWL of an average worker in India are given below:

3.7.1 Job Redesign

Narrow jobs need to be combined into large units of accomplishment. Jobs should be redesigned to enrich them; Job enrichment helps to satisfy higher order needs by providing interesting, stimulating and challenging work.

3.7.2 Career Development

Opportunity for career advancement and growth personality improves commitment. Career planning, counseling second careers, etc, help to meet expectations of achieve mentoriented employees

3.7.3 Autonomous

Work Groups: In an autonomous work groups, employees are given the freedom of decision making. In such a group the workers themselves plan, coordinate and control their activities. The group as a whole is accountable for success or failure. It is also called a self managed work team.

3.7.4 Flexible Work Schedules

Flexible working hours (flexitime), staggered hours, reduced work week, job sharing, part time employment and other types of alternative work schedules provide freedom to employee in scheduling their work.

3.7.5 Participative Management

Employees want to participate in deciding matters which affect their lives. Therefore, quality circles, management by objectives, suggestion system and other forms of employees' participation in management help to improve QWL.

3.7.6 Job Security

Adequate security of job is a high priority of employees and should be provided.

3.7.7 Administrative Justice

The principles of justice, fair and quality should be applied in disciplinary procedure, grievance procedures, promotions, transfers, work assignment, leave, etc.

3.8 CONCLUSION

The general perception is that improvement in Quality of Work Life costs much to the organization. But it is not so, as improvement over the existing salary, working conditions and benefits will not cost much, because the rate of increase in productivity would be higher than the cost of Quality of Work Life. Thus increase in Quality of Work Life results in increase in productivity. Improved Quality of Work Life leads to improved performance means not only physical output but also the behavior of the workers in helping his colleagues in solving job related problems, team spirit and accepting temporary unfavorable work conditions without complaints.

The Quality of Work Life intends to develop enhance and utilize human resource effectively, to improve quality of products , services, productivity and reduce cost of production per unit of output and to satisfy the workers psychological needs for self-esteem, participation and recognition, etc.,

Improving the Quality of Work Life is a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work life.

In this context, it is necessary to satisfy the coaches working at different organizations in the state of Tamil Nadu to achieve new standards through providing them good quality of work life. The present study may help the government and private sector organizations to identify the intensity and magnitude of the problems and thereby enable them to design suitable plan for improving the performance of the coaches working at government and private sector organizations in the state of Tamil Nadu by taking suitable Quality of Work Life programmes.