

Investigate the Relationship between Quality of Work Life Programs and Job Performance amongst Private Sector Company Employees

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ABSTRACT

The aim of this paper is to investigate the relationship between quality of work life programs and performance of employees among private sector company employees. Several dimensions of quality of work life have analysed including working condition and welfare, health and safety, Work life balance, job stress, career development, training and development, participative management and job security. Quality of work life refers to the happiness, favourable conditions and work environment of a workplace that promotes employee satisfaction, maintains work life balance and enhances employee performance which leads to organizational overall efficiency and productivity. The study contains sample of 60 employees; sample is chosen through convenient sampling technique. The results imparts that the employees were satisfied with the measures of quality of work life programs implemented by organization and contribute to the workers performance in an integrated manner and also helps to know how the employees are treated by top management.

Keywords: Performance, Quality of work life, Training and Development, Work life balance, Participative management, Working condition and welfare, Health & Safety, Job stress, and Job security.

I. INTRODUCTION

Quality of work life has become one of the most important issues these days in every organization. The term quality of work life was actually introduced in the late 1960's; now the term is gaining more and more importance everywhere at every workplace. Employees are the force that is behind every successful organization. No organization becomes successful with technology only; organization needs to have strong and competent workforce. The concept QWL was first discussed in 1972 during an international labour relations conference. It refers to the relationship between a worker and his environment. Quality of work life is a multi-dimensional construct. Due to multi-dimensional nature, it is a relative concept which cannot be precisely defined and measured.

Quality of work life can be defined as the favourable conditions and environment of a workplace. Quality of work life measures- participative management, job security, working condition and welfare, training and development, health and safety and work life balance improve the work life of employees and provide job involvement, commitment, positive attitude and job satisfaction. Its leads to high job performance, productivity, employee efficiency, standard of living, organizational effectiveness and retain skilled employees. We can say that a happy and healthy or satisfied employee will give better turnover, make good decisions and positively contribute to the organization. Quality of work life is philosophical which holds on a set of principles that people are the most important resource in organizations they are trustworthy, responsible and capable of making contribution and that they should be treated with dignity and respect. Quality of work life is a concern not only to improve life at work but also life outside work.

Quality of work life and its dimensions have direct relationship with job satisfaction, job performance and productivity.

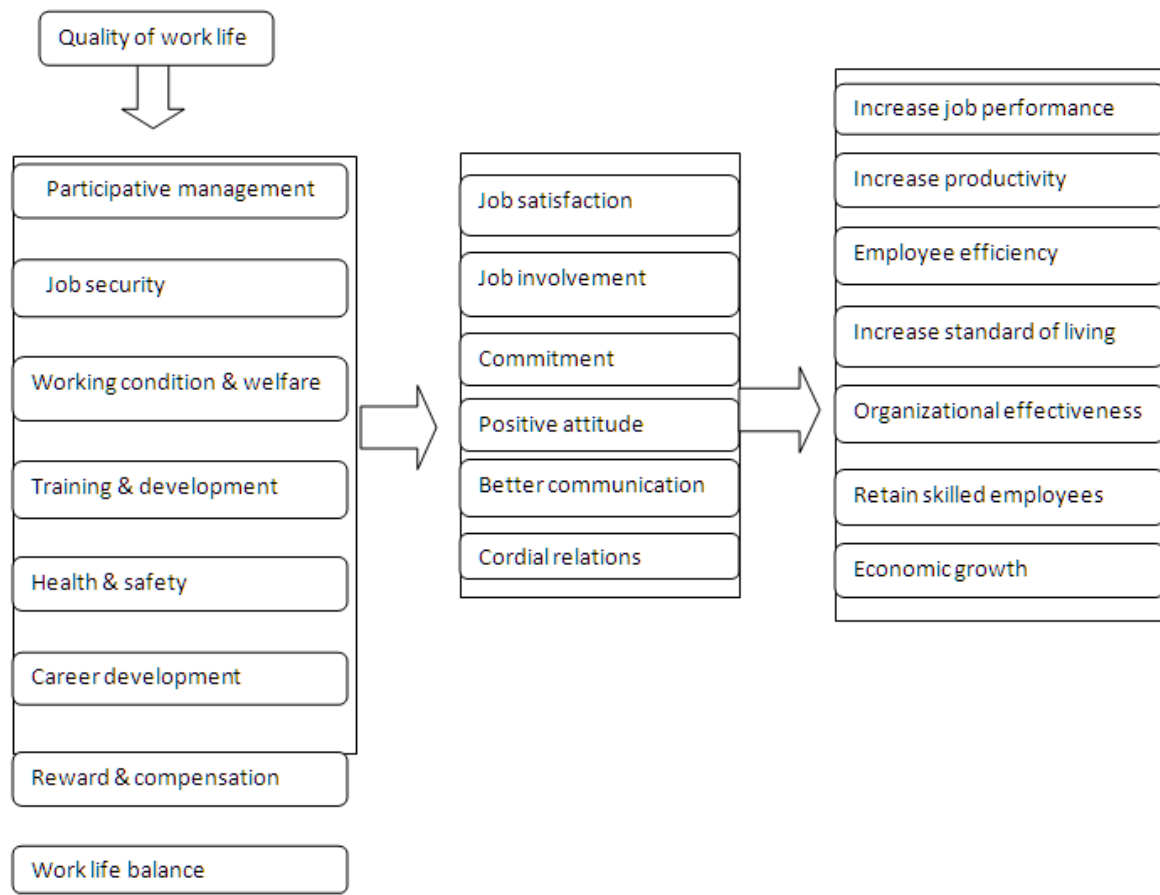


Figure 1: (Relationship between quality of work life and employee's performance andProductivity)

II. MEASURES OF QUALITY OF WORK LIFE:

Work life balance: Work life balance is a concept that supports the efforts of employees to split their time and energy between work and other aspects of their live. Work life balance reduces stress at workplace. Employee should offer flexible work schedules, paid time off policies and company sponsored family events and activities.

Job stress: Stress at workplace has become an increasing phenomenon due to external factors such as technological advancement and changes in country economy. It can be minimized by maintaining the health & safety and work life balance at workplace; which leads to productive organization. Stress is mainly occurred in MNCs where operations are global and employees have different cultural background.

Working conditions and welfare: Working conditions are affected by factors including health and safety, security and working hours. Poor working conditions leads to low performance and productivity. The provision of adequate welfare arrangements is important both in terms of law and be happier at their work if they are working in safe and healthy environment.

Training and development: Training and development is necessary for enhancing employee's skills and improving performance. Organization provides time to time vocational training and counselling to employees to betterment of efficiency.

Job security: Job security is a confidence of an employee that he will not lose their current job. The job security affects employee performance in a company. The employee with low job security leads to low productivity.

Participative management: Allowed to participate in management participative schemes. It involves information sharing, training, employee decision making, determining work schedules, making suggestions and treating the ideas and suggestion of employees with consideration and respect. Flat organizational structure facilitates employee participation. A participative management style improves the quality of work life. Workers feel that they have control over their work process and they also offer the innovative ideas to improve them. It's developed positive attitude and leads to higher performance and productivity.

III. REVIEW OF LITERATURE

Mohan and Ashok (2011) examine the drastic role of QWL on employee's work performance with reference to textile mills and weaving mills. They examined dimensions related to quality of work life such as adequate & fair pay, health and well-being, job security, job satisfaction, growth opportunities, interpersonal relations and work and non-work life balance. The study reveals that QWL is challenging both to the individuals and organizations, that welfare measures have important implications for their performance.

BaniKochar (2008) conclude that combination of three prominent dimensions; work life balance, enforcement of motivation (delegation of work, authority, opportunity for growth, for advancement) and higher rewards for higher level of stress, job security are essential to enhance job satisfaction and performance among academics.

Mirvis and Lawler (1984) erect that the Quality of Work Life is related to the satisfaction of employees with wages, hours and working conditions, and explain that the "basic of a good quality of work life" are safe work environment, equitable wages, equal employment opportunities and employment advancement.

Sayed and Prakash (1981) disclose that the QWL will be high or poor in relation to job satisfaction and performance of the employees working in the organization, and depending on the understanding of provision of Quality of Work Life.

IV. OBJECTIVES OF THE STUDY

- 1) To assess the quality of work life among private sector company employees.
- 2) To analyse the effect of quality of work life dimensions on employees performance and productivity.
- 3) To study work life balance and job stress among private sector company employees.

V. LIMITATIONS OF THE STUDY

- 1) Employees were not able to give proper time because of their busy schedules.
- 2) Employees were hesitating to respond to the questionnaire.
- 3) Convenient sampling has been used in the study and it has its own limitations.
- 4) Personal bias of the respondents might have crept in while answering a few questions in the structured interview schedule.

VI. RESEARCH METHODOLOGY

The research design chosen is descriptive in nature. The study mainly based on primary data; collected through structured questionnaire and personal interview of employees. Study also used secondary data taken from earlier research work, published journals and websites. Convenient sampling technique has been used for collecting data. The sample size of 60 respondents has been chosen for the study. Analysis has made using simple percentage analysis. Analysed data have been represented diagrammatically whenever required.

VII. DATA ANALYSIS AND INTERPRETATION:

Total number of employees is 60. Number of male employees is 58 (96.67%) and Female employees are 2 (3.33). Simple percentage analysis is used to analyse the demographic factors and study factors, which shown below diagrammatically.

VIII. SIMPLE PERCENTAGE ANALYSIS

Classification Based On Demographic Factors:-

Table 1: Age of Respondents:

S.no.	AGE	No. Of Respondents	Percentage
1	20-25	2	3.33
2	26-30	39	65.00
3	31-35	19	31.67
4	above 35	0	0
Total		60	100

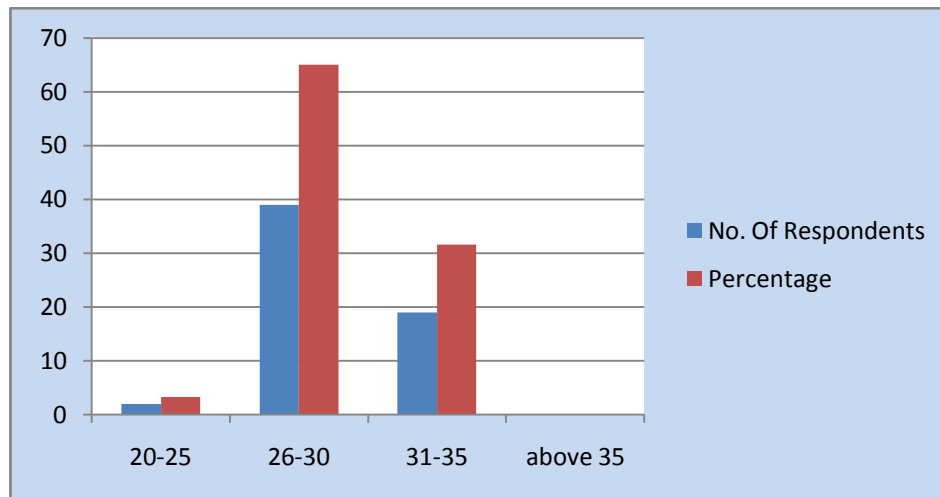


Figure: 2

Table 2: Work Experience of Respondents:

S.no.	Work Experience (Yrs.)	No. of Respondents	Percentage
1	Below 1	10	16.67
2	02-05	39	65
3	06-10	10	16.67
4	Above 10	1	1.66
Total		60	100

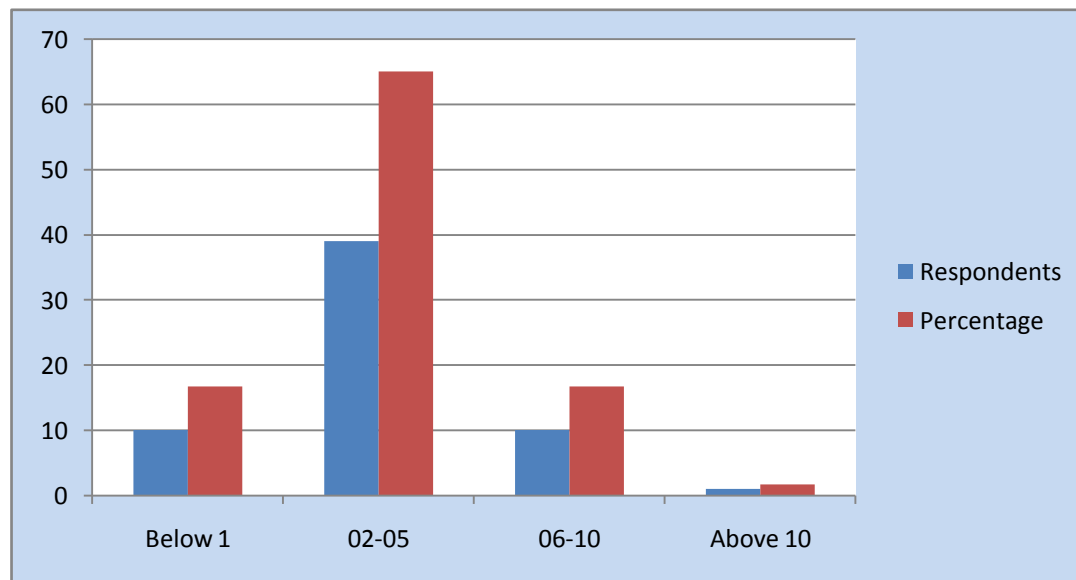


Figure: 3

Table 3: Monthly Income of Respondents:

S.no.	Monthly income (Inr)	No. of Respondents	Percentage
1	Below 10000	0	0
2	10001-15000	2	3.33
3	15001-20000	13	21.67
4	Above 20000	45	75
Total		60	100

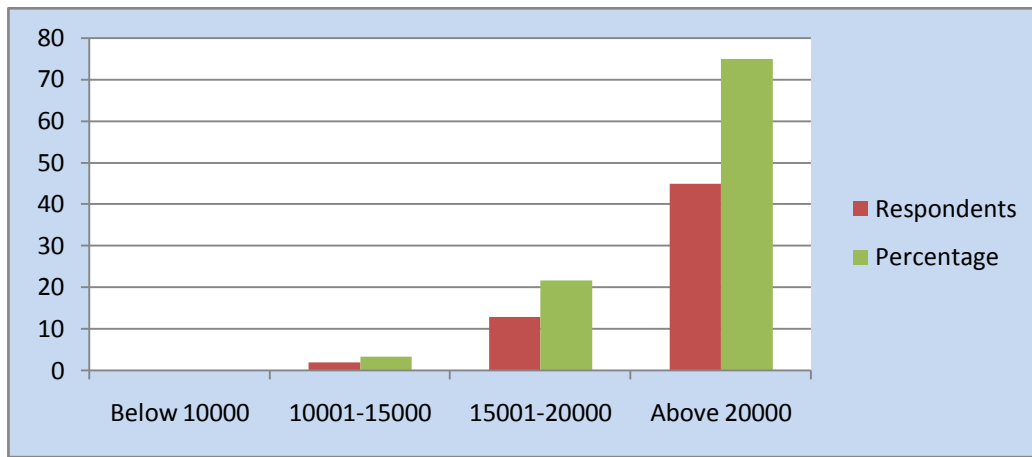


Figure: 4

INTERPRETATION: Figures shows that 65 percentages of respondents are 26 to 30 years, 96.67 percentages of respondents are male and 3.33 percentages of respondents are female. 65 percentage of respondents' total work experience is between 2-5 years and 75 percentage of respondents' monthly income is above 20,000.

Table 4: Classification Based On Study Factors:

S. no.	Study Factors	Agreeable Level Of Opinion's	No.Of Respondents	Percentage
1	Effectiveness of Quality of work life .QWL improve employee performance and productivity	Strongly Agree	43	71.67
2		Agree	17	28.33
3		Neutral	0	0
4		Disagree	0	0
5		Strongly Disagree	0	0
Total			60	100

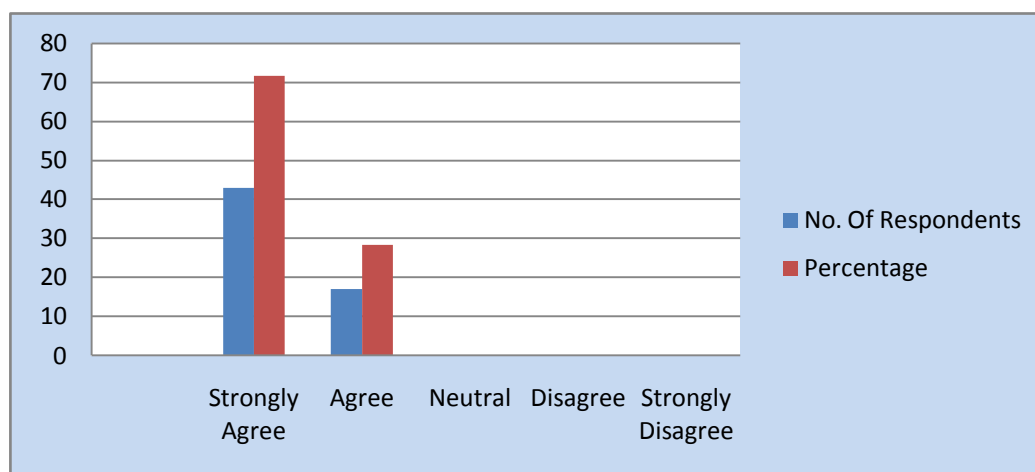


Figure: 5

Table 5: job security satisfies work life of employees

S.no.	Study Factors	Agreeable Level Of Opinions	No. Of Respondents	Percentage
1	Job Security Satisfies Work life	Strongly Agree	7	11.67
2		Agree	45	75

3		Neutral	6	10
4		Disagree	2	3.33
5		Strongly Disagree	0	0
Total			60	100

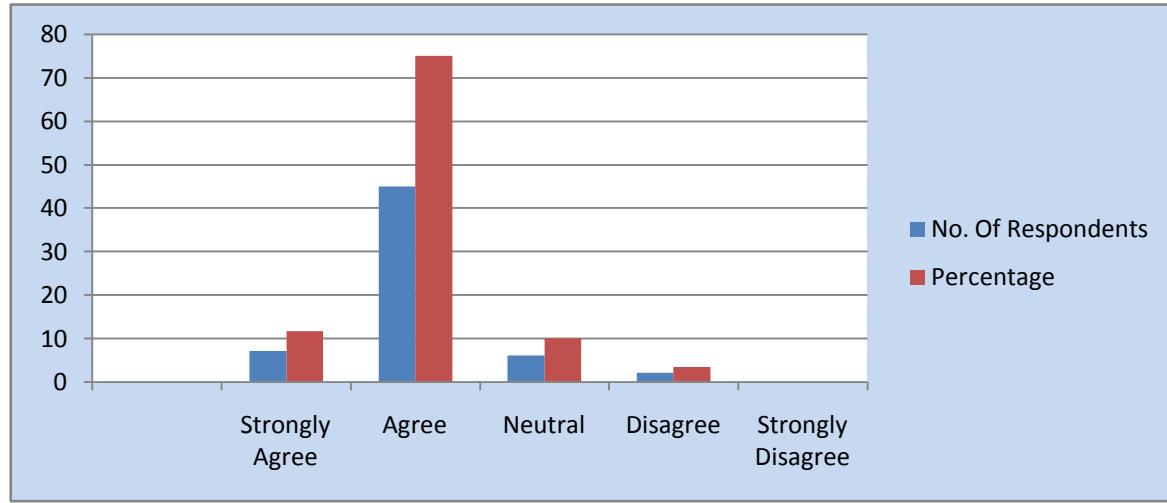


Figure: 6

Table 6: Training and development satisfies quality of work life of employees

S.no.	Study Factors	Agreeable Level Of Opinions	No.Of Respondents	Percentage
1	Training and Development. Satisfies Quality Of Work life	Strongly Agree	31	51.67
2		Agree	26	43.33
3		Neutral	3	5
4		Disagree	0	0
5		Strongly Disagree	0	0
Total			60	100

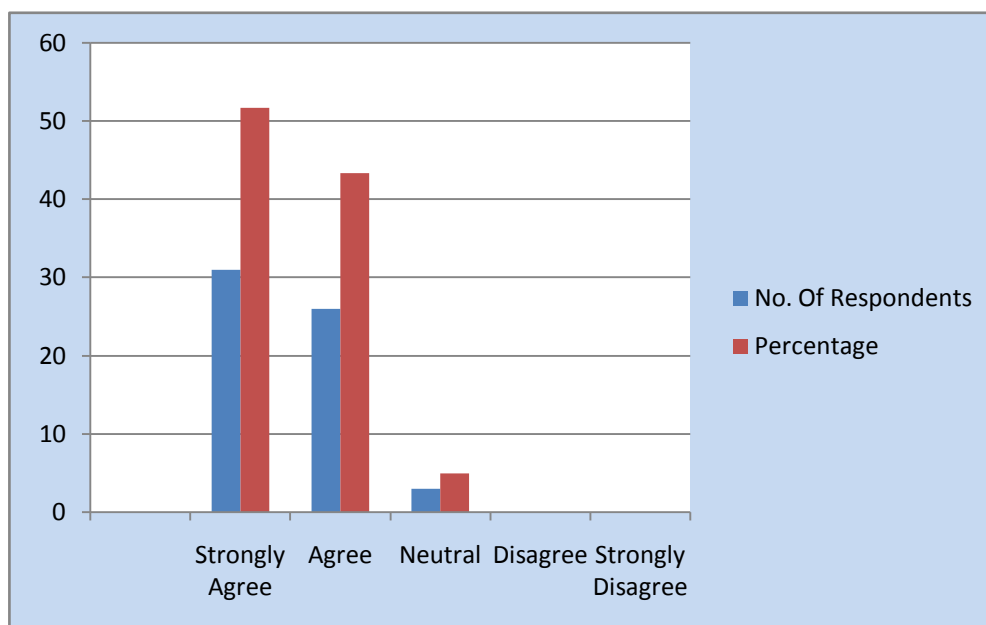


Figure: 7

Table 7: work quite stressful in organization

S.no.	Study Factors	Agreeable Level Of Opinions	No. Of Respondents	Percentage
1	Work Quite Stressful	Strongly Agree	0	0
2		Agree	28	46.67
3		Neutral	8	13.33
4		Disagree	21	35
5		Strongly Disagree	3	5
Total			60	100

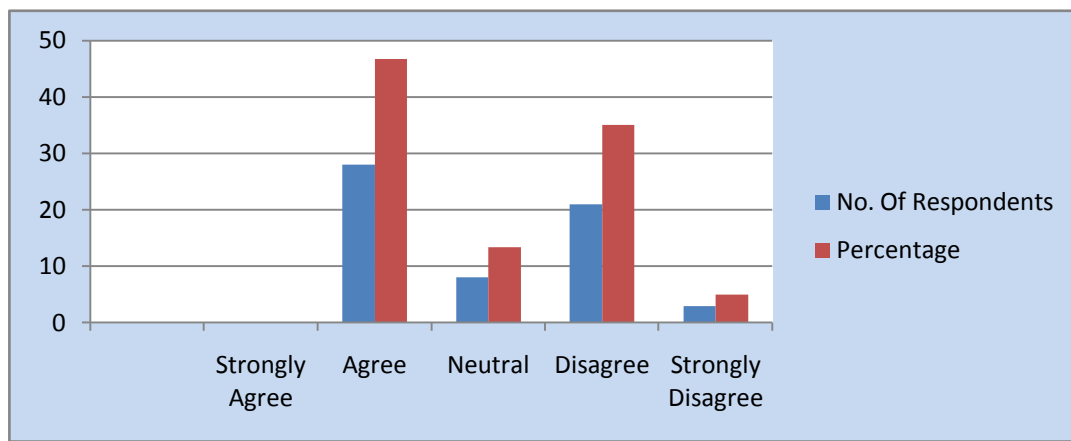


Figure: 8

Table 8: participative management improves quality of work life

S.no.	Study Factors	Agreeable Level Of Opinions	No. Of Respondents	Percentage
1	Participative Management Improves Quality Of Work life	Strongly Agree	21	35
2		Agree	39	65
3		Neutral	0	0
4		Disagree	0	0
5		Strongly Disagree	0	0
Total			60	100

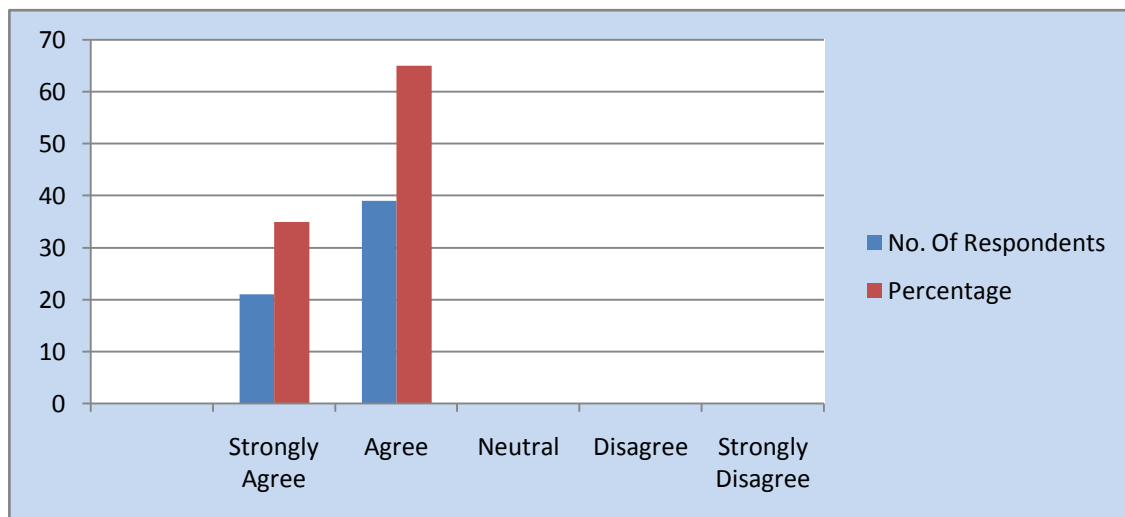


Figure: 9

Table 9: Health and safety measures are satisfactory

S.no.	Study Factors	Agreeable Level Of Opinions	No. Of Respondents	Percentage
1	Health and Safety measures are satisfactory	Strongly Agree	18	30.00
2		Agree	36	60.00
3		Neutral	4	6.67
4		Disagree	2	3.33
5		Strongly Disagree	0	0.00
Total			60	100

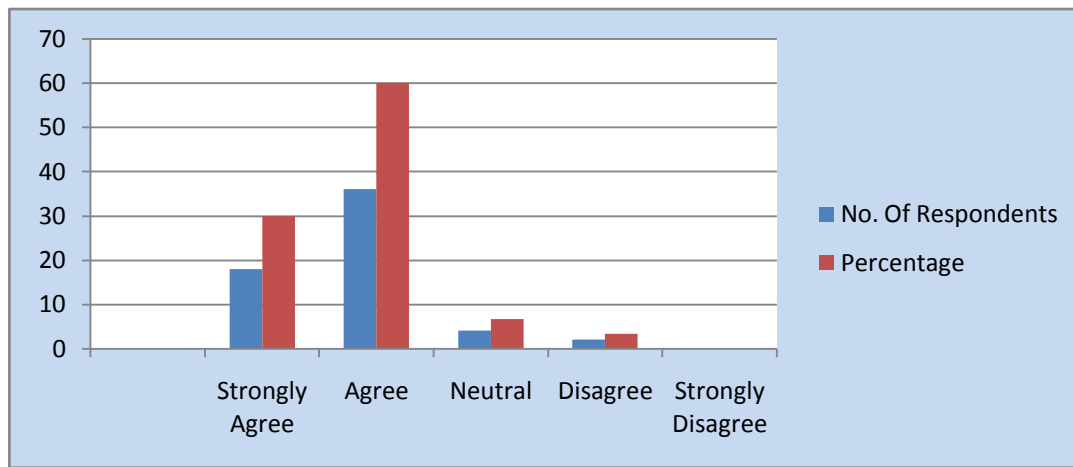


Figure: 10

Table 10: Time off between work and family

S.no.	Study Factors	Agreeable Level Of Opinions	No. Of Respondents	Percentage
1	Time Off Between work and Family	Strongly Agree	6	10.00
2		Agree	43	71.67
3		Neutral	0	0.00
4		Disagree	11	18.33
5		Strongly Disagree	0	0.00
Total			60	100

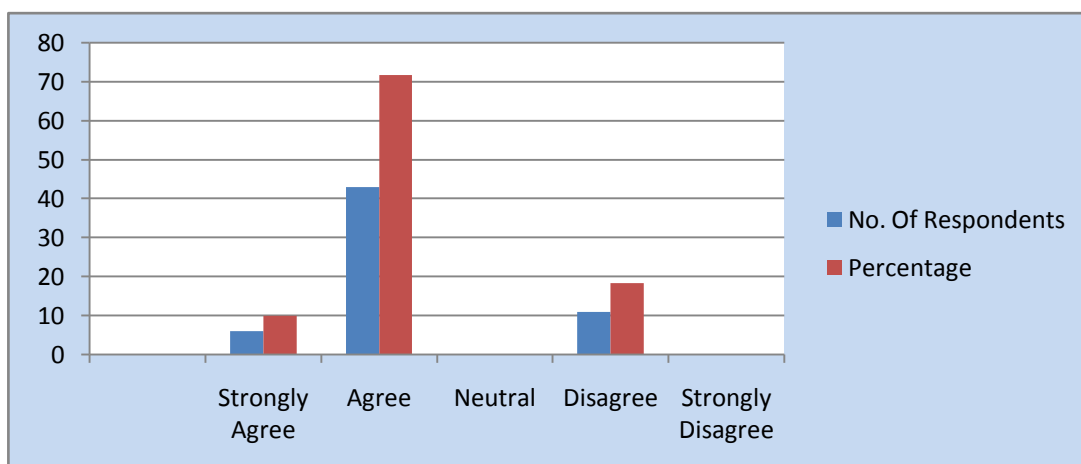


Figure: 11

Interpretation: Figures shows that 71.67 percentage of the respondent strongly agreed that the Quality of Work Life provides by the organization help them to improve employee's performance. 75 percentage of respondents agree that the job security provides by organization satisfies work life of employees; only 3.33 percentage of respondents disagree. 51.67 percentage of respondent strongly agree that the training provide by organization help them to achieve required skills which improve employee's performance. Only 35 percentage of respondent disagree that the work is quite stressful and 46.67 percentage of respondents is agree. 65 percentage of respondent agree that the organization allowed employee to participate in decision making at all levels that help them to improve work life. 60 percentage of respondent agree that the health and safety measures provide by organization satisfies the employees. 71.67 percentage of respondent agree that the organization provides work life balance to their employees, only 18.33 percentage of respondent disagree.

CONCLUSION

Human resources are the most valuable assets of organizations; satisfied employee gives their best to their organization. A Quality of work life is a human resource management approach to enhance employee performance and productivity. This approach motivates employees by satisfying not only economic needs but also psychological and social needs. Quality of work life provides employee's participation in decision making at all levels, employee can give suggestion and idea freely through suggestion box. Employees participate in management through communication meetings. Quality of work life provides adequate training, medical and health services, job security to employees, helps in managing stress at workplace and maintains work life balance which brings job satisfaction, job involvement, positive attitude and commitment towards organization; leads to enhance performance and productivity. A good quality of work life attracts the new competent talent and enhances or retains existing. It results to enhance performance and productivity, reduce absenteeism, maintain cordial relations, and reduce lockouts and strikes.

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