Quality of Work Life: A Proactive Empowerment Approach by Organizations A study of Quality of Work Life in Government and Private Organizations

Prof. PREETI NAIR

Director, Parul Institute of Human Resource Management, Parul University Waghodia, Vadodara, Gujarat.

ABSTRACT *Today's workforce consists of literate workers who expect more than just money from their work.*

In the modern scenario, Quality of Work Life as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems. This is integral to any organisation towards its wholesome growth. A need is arisen to re-design jobs to have the attributes desired by people, and re-design organizations to have the environment desired by the people. This approach seeks to improve Quality of Work Life. Close attention to Quality of Work Life provides a more humanized work environment. It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. This paper attempts to find out the quality of work life in government and private sector organizations. An attempt is made to understand the organization's approach towards all the Human Resource aspects. This study enhances the areas in which the organizations can go for a proactive approach through Quality of Work Life and ensure a climate of employee engagement.

INTRODUCTION

Quality of Work Life (QWL) programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. In addition to improving the work system, QWL programs usually emphasize development of employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations.

According to Rose, Beh, Uli and Idris (2006); quality of work life is a philosophy or set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves respect and the elements that are relevant to an individual quality of work life include task, working environment, organizational Culture, administrative system and the relationship between on the job and off the job life. Katzell et. Al (1975) defined quality of work life more broadly as an individual's valuation of the outcome of the work relationship. They observed employee can have positive quality of work life if he has positive feelings towards his job, if he is motivated with his private life and if he has a balance between the two terms of his personal values.

NEED OF STUDY

Today's workforce consists of literate workers who expect more than just money from their work.

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. Nowadays there is also more use of non – monetary rewards. Job satisfaction is impacted by job design. Close attention to QWL provides a more humanized work environment. It attempts to serve

the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers' abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement.

RESEARCH METHODOLOGY

- Research Design: Descriptive
- Population: Private and Public Organizations in Baroda City
- Sample: 30 each from selected Private and Public Organizations in Baroda
- Objectives:

a) Determining Quality of Work Life in Private and Public sector organizations

b) Determining which variables play important roles in the Quality of Work Life in Private and Public Sectors

c) Establishing a comparative study between the HR approaches in Private and Public Sectors.

d) Establishing hypothesis based on the research data

- The selected independent variables under study are:
1. Motivation
2. Job satisfaction
3. Relationship among management and supervisors
4. Hygiene factors
5. Organizational culture
6. Decision making in the organization
7. Work environment

DATA ANALYSIS AND FINDINGS:

- The results show that in Government organizations, it is general shift for the employees, while in Private organizations, 70% of the employees are having day shift while others follow different shifts like split shifts, night shifts in working hours.
- It is observed from the data that work timings are not fixed. Employees have to stay back to complete their work. Nearly 70% of the employees in both government and private sector organization worked for nearly 10 days more than their usual working time. Only, 23% of employees in both private and govt. sector, work more than 2o days.
- The data reveals that in both government and private organizations, it is dependent on the job profile for working extra hours beyond actual working time. 40% agree that it is mandatory while 60% are of the opinion that it is not mandatory.
- It is observed from the data, that employees in government organizations are rarely allowed to have flexible timings for work. The situation is better in the private organizations, where atleast 30% of the employees are being given flexi timings.
- 50% of Employees of government organizations feel that it is not so hard to take time out of the official matters for family, while the employees of the private organizations find it hard to take time out for family matters.
- 60% of the employees find that demands of the job interfere with their family life. The situation is same for government organizations and private organizations.
- It is also observed that Quality of life is affected as employees of both the sectors do not get more than 4 hours of relaxation time after duty hours.
- Employees of both government (70%) and private sector (70%) feel that they get the best opportunity to be as much as productive they can. i.e. the working conditions motivate them to bring out their best.
- It is observed from the data of both the sectors that the work pressure is more as there is sometimes no sufficient staff to get the work done. Nearly 60 % of the employees from both the sectors feel this.
- Employees in both the organizations are satisfied with the Decision making process in their respective organizations, as the process is participative and involves the employees.
- About 50% of the employees feel that they are getting paid what they deserve, although 20% of the govt. employees feel that they are getting somewhat less than they deserve while 47% of the private employees are of the same opinion.
- Around 75% in government sector and 56% in private sector feel that the work is stressful for them and it affects their family and work life.
- Around 76% of the employees believe that Motivation has an impact on the Quality of Work Life.
- Nearly 60-70% of employees of both the sectors believe that Job satisfaction has an impact on the Quality of Work Life.
- Many employees feel that relationship among superiors and management does not impact Quality of Work life. The data showing this view is more in Government sector, ie 33%. While only 50% of the employees in both the sectors believe that good interpersonal relationship has an impact on the Quality of work life.
- 46% of the employees from Government sector agree that Hygiene factors are having an impact on the Quality of Work life, whereas 46% do not believe so. In case of Private sector 56% agree and 32% disagree that Hygiene factors are having impact on the Quality of work life.
- Nearly 50% of the employees feel that Organization Culture has an impact on the Quality of Work Life, in both the sectors, while the rest are of not the same opinion.
- 60% of the employees of both the sectors have an opinion that the Working Environment has an impact on the Quality of Work Life.

CHI-SQUARE ANALYSIS

HH1: Motivation, Organizational culture, Hygiene factors, Work environment, Relationship among management and supervisors, Job satisfaction, Decision making in the organization has an impact on quality of work life of the employees

Table for Chi-Square Analysis:

Parameter	Motivation	Culture	Hygiene Factors	Work Environment	Interpersonal Relationship	Job Satisfaction	Decision Making
Quality of Work Life							
Significance	1.9	1.99	1.9	1.99	0.9	1.0	1.0
Chi-square	1.0	0.9	1.0	1.0	0.9	1.0	1.0

Table value: 1.06 for 95% significance level and d.f. 4 at calculated value of 0.9
Table value: 0.29 for 95% significance level and d.f. 4 at calculated value of 1.0

The table shows that the two factors i.e. Culture and Interpersonal relationship has a significant impact on the Quality of Work Life.

The null hypothesis is accepted in the case of Culture and Interpersonal relationship factors ie HH2 and HH5.The other factors i.e. Motivation, Hygiene factors, Work Environment, Job Satisfaction and Decision Making does show a significant impact on Quality of Work Life. So, the Null hypothesis is rejected.

HH2: There exists a significant relationship between Age and Motivation of Employees, Culture of Organization, Hygiene Factors, Work Environment, Interpersonal Relationship between Employees, Job Satisfaction of Employees and Decision Making process in organization

Table for Chi-Square Analysis:

Parameter	Motivation	Culture	Hygiene Factors	Work Environment	Interpersonal Relationship	Job Satisfaction	Decision Making	Table Value
Age								9.48
Significance	0.026	0.008	0.05	0.13	0.0005	2.45	0.15	
Chi-square	0.362	0.265	0.18	0.18	0.13	0.335	0.33	

The table shows that the table value is greater than the calculated value in all the above cases. Hence for all the parameters the Null Hypothesis is accepted.

The interpretation stands here that the most significant factors affected by age are Interpersonal Relationship, Culture of Organization and Motivation followed by others.

RECOMMENDATIONS AND CONCLUSION

It is clearly evident from the data that employees of Government and Private sector both are of the opinion that Quality of Work Life is important and is affected by many factors. Those being Motivation, Job Satisfaction, Decision Making process, Work Environment, Interpersonal relationship, Organizational Culture and Hygiene factors.

However, it is noticed that in both the organizations, employees feel that they are stressed and do not get enough time to address their family matters. The employees are having participative decision making and good work environment to showcase their best involvement which is an important factor for good quality of work life.

The results of the research show that Organizations should focus more on Culture and Interpersonal Relationship to have a good Quality of Work Life for the employees for both the sectors. If the two factors are taken care of the Quality of Work Life in Government as well as Private Sector would definitely improve upon.

REFERENCE 1) Arts, E. J., Kerksta, J. and Van der Zee (2001) Quality of Working Life and Workload in Home HelpNordic College of Caring Sciences, 12-22. 2) Baptiste, N.R. (2008). Tightening the link between employee well-being at work and performance: A new dimension for HRM. Management Decision, 46(2), 284-309. 3) Bertrand, J. (1992). Designing quality into work life. Quality Progress, 12, 29-33. 4) Jerome (2013) : "A study on Quality of Work Life of Employees at Jeppiaar Cement Private Limited: Perambalur, International Journal of Advance Research in Computer Science and Management Studies, Volume 1, Issue 4. 5) Mohammad Baitul Islam (2012): "Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh", Global Journal of Management and Business Research, Volume 12 Issue 18 Version 1.0 6) Bhatia B.S and Batra G.S, 1997, Human Resource Development, Deep & Deep Publication, New Delhi. 7) Dwivedi R.S, 2004. Human Relations and Organization Behaviour, Macmillan India Ltd. New Delhi. 8) Fred Luthans, 1978, Organization Behaviour,TataMc Graw Hill, New Delhi 9) Gupta C.B, 2003, Human Resource Management, Sultan Chand and Sons, New Delhi. 10) Prasad L.M, 1997, Human Resource Management, Sultan Chand and Sons, New Delhi