Understanding Factors Influencing Quality of Work Life
Through Different Models

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ABSTRACT

The Quality of Work Life (QWL) is a concept that is related with different organizational inputs that help to increase employees’ satisfaction and increasing organizational effectiveness. It shows better relation between employees and the total working environment. According to QWL philosophy, employee are invaluable resource in the organization their valuable contribution in organization success cannot be ignored and they should be treated with dignity and respect. In the present situation of global slowdown where economic growth is reducing and unemployment is increasing day by day, there are rising concerns for QWL and for career and personal life planning. The aim of this paper is to understand various factors that affect quality of work life (QWL) with the help of different models.

KEY WORDS: Quality of work life (QWL), Factors Influencing QWL, Models of QWL

1. Introduction

‘Quality of work life’ has three words: Quality work+ life. Quality means standard or the degree of excellence of something. Work means activity involving mental or physical effort done in order to achieve a purpose or result. Life means the existence of an individual human being. Quality of Work life (QWL) is a better life both at work place and at home. In today’s digital life is very important for organization to provide employees a better QWL so that they become physically, mentally and socially satisfied. In today’s scenario QWL has become essential tool for employee’s well beings and stress free work environment. There is vast difference between present work environment and past work environment. So it is important to provide better QWL to employees and promote their overall wellbeing. The present study aims to identify and propose a list of few vital factors of Quality work life by using a analyzing different model developed by different studies.

Quality of Work Life

The term QWL was originally coined at the first international conference on QWL in 1972 at Arden House, Toronto in Canada (Davis and Cherns, 1975). It is a philosophy, a set of principles, which holds that people are the most
important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and that should be treated with dignity and respect (Reddy and Reddy, 2010, P. 827).

Beinum (1974) has defined “QWL in terms of relation between man and his task”. According to Harrison (1985), “QWL is the degree to which the working organization contributes to material and psychological well-being of its members.” According to the American Society of Training and Development (1979), “QWL 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.”

Quality of work life concept states about the overall focus on employee as a human being rather than just the work done by him/her. Quality of Work Life is becoming an increasingly accepted concept in current times. It mainly discuss about the methods in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects

### 2. Factors of QWL According to Different Models Developed by Researcher and Past Studies / Literatures

Different studies has been done to identify various dimensions of QWL by the Researchers. Some have given emphasis on working conditions leading to better quality of work life while others considered a fair compensation and job security is essential for quality of work life.

1. **Walton. R.E, Model (1973)**: He work on quality of work life can considered as major work done in the past about concept of productivity and human resources. According to him, there were eight factors influencing ‘Quality of Working Life’. The Factors are:
   1) adequate and fair compensation,
   2) safe and healthy working environment,
   3) opportunity to develop human capabilities
   4) growth and security,
   5) Social integration,
   6) constitutionalism,
   7) total life space and
   8) Social relevance.

2. **Taylor Model (1978)** contribution in the area of QWL is also important because he studied different factors affecting QWL at work place according the factor analysis to empirically examine the dimensions. Most of factors were common to Walton’s model Walton. The new factors added by Taylor were employer and society. This was recommended by Seashore (1975) were recognized different separately in the model.
3. **Levine et al Model (1984)** applied their studies on QWL on white-collar employees who were working in the insurance company. They selected seven most important factors that affect quality of QWL of employees working in the insurance company. These are:
   1) the degree to which superiors treat employees with respect and have confidence in their abilities,
   2) variety in daily work routine,
   3) challenge of work,
   4) present work leads to future opportunities,
   5) self-esteem,
   6) extent to which life outside of work affects life at work, and
   7) the extent to which work contributes to society.

4. **Klott, Mundick and Schuster Model (1985)** considered 11 main major QWL factors that influence QWL in an origination. These factors are:
   1) pay and stability of employment,
   2) occupational stress,
   3) organizational health programs,
   4) alternative work schedules,
   5) participative management and control of work,
   6) recognition,
   7) congenial worker supervisor relations,
   8) grievance procedure,
   9) adequacy of resources,
   10) seniority and merit in promotions and
   11) employment on permanent basis.

The model developed by them included some dimension in area of QWL like occupational stress, organizational health programs and recognitions. They also give emphasis on job security and better employer–employee relation.

5. **Nanjundeswaraswamy and Swamy (2013) Model**

Due change in business environment and globalization and Privatization. Factors influencing QW also changes with time to time. Nanjundeswaraswamy and Swamy (2013) considered 9 factors that affect QWL of employees in private technical organizations:

   1) Work environment
   2) Organization culture and climate
   3) Relation and co-operation
   4) Training and development
Their study shows that there is an important relationship between QWL of Teaching and Non-teaching staffs. From there study it was found that availability of resources affect the training and development in the organization. Compensation and Reward and work environment are important factor affecting QWL.


Bora,B. Model give emphasis to the work environment and proper working condition. According his studies proper work environment lead to increase in the efficiency and satisfaction of the employees and that in turns lead better QWL. Poor work environment can hampers efficiency. It can cause greater fatigue negligence, absenteeism, indiscipline and insubordination among the employees. The main factors influencing QWL are

1) Temperature at work place
2) Lighting
3) Freedom from excessive supervision and control
4) Autonomy at work place
5) Appreciation of merit and talents.
6) Safe and Healthy working conditions
7) Absence of job stress:

Apart from the above factors, he also mentioned employee welfare facilities which lead to increase the quality of work life are:

1) Hospital facilities ,
2) Medicare after retirement,
3) Educational Allowances for Self-development ,
4) School Subsidy for children,
5) Subsidized Transport for the school going employee’s children,
6) House Building Loans at low interest,
7) Pension scheme,
8) Loan for purchase of vehicles by employees,
9) Loan for purchase for durable consumer goods ,
10) Reimbursement of medical expenses for treatment at other than company / organization hospitals,
11) Festival advances repayable on easy installment ,
12) Subsidized canteen facilities,
13) Reimbursement of examination fees for acquisition of professional qualifications,
14) Recreational facilities ,
15) Quarters within the organization premises ,
16) Crèche facilities

3. Factors Influencing QWL

On the basis of above models factors influencing QWL can be framed and according to various studies done in this area. This will help to identify the most significant factors of QWL.

1) **Fair Compensation:** This is main driving force behind employees well being. Adequate faire influence the QWL of employees in the organization. Walton considered fair compensation as major component of QWL and plays a significant role in determining the QWL.

2) **Working Condition:** Safe and healthy working condition also significantly affect QWL in the organization. Poor working conditions can affect adversely on QWL of employees.

3) **Development of Competencies:** QWL life also developed on the basis of available Opportunity to grow and better utilization and development of competencies among employees of an organization.

4) **Growth Opportunity:** It is act as main motivation factor employees working in the organization. Growth opportunities are related with career growth and development.

5) **Work life balance:** QWL of employees can be enhanced if there is balance between work and life. Employees should coordinate their professional and personal life.

6) **Organizational Climate:** It is related with work environment found in the organization. Better work environment enhance QWL of employees in the organization. Atmosphere with equality and fairness enhance employee’s efficiency.

7) **Stress free Environment:** Stress can reduce working efficiency of employees. QWL will affect adversely if there stress and burnout problem among employees. This will lead to absenteeism and labour turnover.

8) **Security of job:** Permanent job creates better QWL of employees and on other hand employees working on contract basis without job security have poor QWL.

9) **Support from Management and Staff:** Social support colleagues and superior motivate employees and enhance QWL.

Apart from above factors, other factors influencing QWL are as follows.

- Social relevance of work
- Recognition for achievement
- Autonomy
- Role clarity
- Creativity and innovation
- Well formulated and established goals
- Meaningfulness and significance of work
Identification with and enjoyment of work

4. Conclusion

The concept of QWL is one of major area of Human Resource Management. The QWL includes all the things that make the life of employees healthier and stress. It is feeling of happier work and life. There are many factors that influence QWL of employees in the organization. On the basis of different model developed by different researchers, different dimension of QWL can be identified like work environment, organization culture and climate, cooperation and better relationships, training and development , compensation and rewards, career planning and development, job satisfaction and performance etc. The various factors identified from the different models developed through studies can help researcher and academicians to develop better research in the areas of QWL. It can increase the scope of research on QWL.

References


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