
Influence of Quality of Work Life on Work Performance of Employees

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Abstract

The Quality of Work Life refers to all the organizational inputs that aim at the employees' satisfaction and enhancing organizational effectiveness. In the present business scenario, the success of the organisation is depending on the employee performance. Thus, studying the concepts related to quality of work life has become essential. Hence the following article deals with the issue of the quality of work life and its impact on work performance. The aim is to determine the importance assigned to individual factors of the working life quality (QWL) in terms of their potential impact on the individual performance of various groups of workers. The basic purpose is to study the jobs and working conditions that are important for employees as well as economic health of organization. This article also find the understanding the level of satisfaction, motivation, commitment and involvement an individual experience with respect to their line at the work and the satisfaction derived from the work.

Keywords: *Quality of work life, Performance, Work satisfaction, Motivation.*

Introduction

In the earlier times, organisations strived to increase production by pressuring the human element. They did use the advanced technology of their time, but resorted mainly on manual labour. Hence the labour was pathetically treated at the cost of advanced technology. Even there were instances when owners were ready to invest more on the development of their technology at the cost of manual labour. Such delineation created a negative impact of the working environment of the employees. With the progress of time and technology world cornered itself to computers, but still at the lower level the pressure on the labour stayed. Over a period of time psychologist and management thinkers came to understand various illnesses which were created by man due to lack of quality time at work or can be said a lack of quality of work life. Many work-related diseases were found over a period of time which was deeply rooted in the physical work conditions of the employee. These many and many more factors have contributed to dissolution of employee motivation and effected the performance of the employees by developing an imbalance in the work life balance. Many researchers have done an extensive work on these and the current paper also attempts to add to these researchers work.

1. Literature Review

The concept of Quality of Work Life (QWL) focuses on studying and analyzing the contents and processes that management implement to provide employees with the best of career life in order to improve organizational performance and satisfy workers' needs and wants. According to several researchers, QWL is a comprehensive program that focuses on work conditions and environment in a given organization to improve job satisfaction among employees. It looks at employees as assets rather than a cost to the organizations. Thus, its main purpose is to "develop work environment that are excellent for employees as well as for organization". Earlier researchers mentioned that this terminology was first used in 1972 during an

international industrial relations conference. However, Tabassum et al., said it was introduced at the Forty-Third American Assembly on the Changing World of Work at Columbia University's Arden House. Since then, it has developed approaches like the Re-engineering HR technique, which appeared during 1990s. The authors related the growth of QWL importance to the prosperity of the community, suggesting that greater worker prosperity corresponded to greater expectations to have satisfied and meaningful jobs. QWL contains provision of workers with the opportunities to take any decisions related to their jobs, workplace designs, and materials they need to produce their final products or services. Therefore, Quality of Work Life referred to securing good work environment and supervision, salary, wages, fringe benefits and compensations, appropriate job importance and challenges, and supporting good relationships among employees in order to provide workers with enough opportunities to influence their jobs and participate effectively at the organization. On the other hand, low levels of QWL create problems for organizations since they affect all employees in different positions. Furthermore, some authors believed that QWL affects not only work life but several social life domains as well. Also, Horst et al., found that both work and non-work factors influence QWL.

2. Definition

Quality of work life is a concept which talks about the overall focus on employee as a person rather than just the work done by him/her. Quality of Work Life is becoming an increasingly popular concept in recent times. It basically talks about the methods in which an organisation can ensure the holistic well-being of an employee instead of just focusing on work-related aspects.

3. Objectives of the study

1. To determine the factors influencing the quality of work life/
2. To study the theoretical perspective of quality of work life.
3. To find out the way to improve quality of work life.

4. Research methodology

A Research is a careful investigation or inquiry; especially through search for new facts in any branch of knowledge. It is a systemized effort to gain more knowledge. 'Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. It is necessary for the researcher to know not only the research methods or technique but also the methodology. Researcher always needs to understand the assumption underline various technique and they need to know the criteria by which they can decide that certain technique and procedures will be applicable to certain problems and other will not. It explained about the nature of research work to be done such as descriptive nature of research, which is used in this study.

The researcher has adopted descriptive research design for the purpose of this survey. Descriptive studies are those studies which is concerned with describing the characteristics of a particular individual, or of a group.

5. Factors influencing the work life balance quality

- a. **Providing Job Security:** If an employee is confident that his job is secure, they are much more relaxed and can perform better. It gives them a confidence that even if something goes wrong by mistake, their job will not be at stake
- b. **Rewards and recognition:** If an employee is awarded for a good performance, it helps them to perform even better.

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- c. **Flexible work timings:** Flexibility during working hours is something which is appreciated by employees. This gives employees a chance to do their work and also work on certain important personal commitments. This significantly contributes to improving the quality of work life for an employee.
 - d. **Increased employee participation:** Involving employees in discussions, strategies & feedback is something which helps increase the employees QWL & contribution towards a particular role.
 - e. **Open communication:** Transparency between management and employees gives them confidence as they are updated with the business and also feel at ease being approachable
 - f. **Career growth plans:** Discussing the future of the employee in the company, interesting aspects of the job, career development etc are all appreciated by employees
 - g. **Job enrichment:** Companies which are able to enrich the job with new tasks, better learning & training, more opportunities etc are more likely to keep employees happy at work.

All these factors contribute in achieving a QWL for an employee. Hence, this concludes the definition of Quality of Work Life (QWL) along with its overview.

6. Theoretical perspective of work life balance and performance

Work-Life Balance Campaign, which seeks to persuade employers of the business benefits of practices that enhance the work-life balance. The notion of work-life balance encompasses the by seeking to help all employed people, irrespective of marital or parental status, to achieve a better fit between their professional and private lives. Possible solutions include some combination of 'family-friendly' employer policies, such as flexible working hours, work from home and state assisted nursery places. The underlying assumption is that work-life balance can be achieved without threatening the economic success of either party, possibly even promoting it for both. However, this assumption is not self-evident. There may, for example, be other practices that employers regard as important for their own success which may exacerbate the work-life balance problem irrespective of the positive contribution of family-friendly policies

Reduction of work-life conflict Interference between work and non-work responsibilities has a number of negative outcomes that have been well established. In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work conflict tend to exhibit lower levels of job satisfaction and organizational commitment (Burke & Greenglass, 1999). Behavioural outcomes of both directions of conflict include reduced work effort, reduced performance, and increased absenteeism and turnover (Anderson, Coffey, & Byerly, 2002). Both work-to-life and life-to-work conflict have also been associated with increased stress and burnout, cognitive difficulties such as staying awake, lack of concentration, and low, and reduced levels of general health and energy. While the majority of work-life balance research focuses on employees' family responsibilities, there are also a number of studies that recognize commitments to friends and community groups, expanding the affected population to virtually all employees. The implications for organizations are clear: work-life conflict can have negative repercussions for employee performance.

Improved job-related attitudes and perceptions of organizational support with regard to job attitudes, use of and satisfaction with work schedule flexibility has been associated with increased organizational commitment and reduced turnover intentions, and voluntary reduced hours have been linked to greater job satisfaction, loyalty, and organizational commitment. A number of studies have found that employees who benefit from childcare centres, referral services and other family-supportive practices report higher levels of commitment to the organization. A meta-analysis by Baltes, Briggs, Huff, Wright, and Neuman (1999) found that flexible work schedules had positive effects on both job satisfaction and satisfaction with work schedule. In a study of the 'virtual office', participants attributed an increase in job satisfaction to increased flexibility in the location and timing of their work.

7. Key implications to improve the quality of work life

The provision of work-life practices has the potential to generate improved attitudinal and behavioural outcomes among employees independent of practice use. While this process is widely held to occur via social exchange, research has not yet explicitly tested this proposition, nor the possibility that national context (in the form of varying statutory regulations) may moderate the link between provision of practices and employee perceptions of organizational support.

8. Conclusion

Every organization has to satisfy some of the basic needs and demands of its employees because the satisfied and motivated employees are the source of achieving the organizational goals and objectives. In order to use the maximum potential of the human resource, the organization has to provide them with the best quality of their working life. Therefore, every organization needs to update and improve the quality of work life of the employees.

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