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QUALITY OF WORK LIFE

CHERUVU RAMYA, MBA HR, Medak College of Engineering & Technology, Kondapak, Siddipet, Telangana

B.RAJESH, ASSISTANT PROFESSOR, MBA Department, Medak College of Engineering & Technology, Kondapak, Siddipet, Telangana

Abstract:

The main objective or the purpose of this research is to investigate and identify the significance of work environment towards the performance and also to study the effectiveness of the QWL in the organization. Methods/Analysis: In order to meet the stated objectives a structured questionnaire was framed and data was collected using convenience sampling from 123 employees of the steel manufacturing organization in Chennai, and to study the significant association chi-square was used by the researcher.Findings:QWL of the employees of this steel company can be improved by conducting some more training classes for the employees who are falling in the category of more than 3 to 4 years of experience and >4 years of experience which would boost their self confidence and help them attain their level of satisfaction. Similarly the organization can give some more security to the employees falling in the category of 41 and above so that they feel quite secure in the hand of organization and they can give their paramount performance. Novelty /Improvement: This empirical article on Quality of Work life – A Study's structured questionnaire can be applied as an Employee opinion Survey taken in once in 6 months on knowing the quality of work life. By doing this survey organizations can get to know the quality of work life of the employees and take necessary steps to improve thaw among all the Employees.

I. INTRODUCTION

Employees at the grass root level experience a sense of frustration because of low level of wages, poor working conditions, unfavorable terms of employment, inhumanity treatment by their superiors and the like whereas managerial personnel feel frustrated because of alienation over their conditions of employment, interpersonal conflicts, role conflicts, job pressures, lack of freedom in work, absence of challenging work etc.,

Job discontent and job pressures have their substantial effect on employees' health in the form of reduction in general happiness, increase in smoking, drinking, putting on excess body weight, etc. frustration might also be due to absence of recognition, tedious work, unsound relations with work overload , monotony, fatigue, time pressures, lack of stability and security, etc., In view of the contemporary managerial problems, the present day employees are much concerned about high wages, better benefits, challenging jobs etc.,.

Meaning
Of Work Life" (QWL) has appeared in research journals and the press with remarkable regularity. Despite this, there is no general definition of the concept: it has become a catchall phrase encompassing whatever improvement in general organizational climate the practitioner or researcher has observed. However, some attempts were made to describe the term QWL. It refers to the favorableness or unfavourableness of a job environment for people.

QWL means different things to different people. J.Richard and J.Loy define QWL, as "The Degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization.

Definitions:

QWL improvements are defined as any activity, which takes place at every level of and organization, which seeks greater organizational effectiveness through enhancement of human degree and growth….. A process through which the stake holders in the organization-Management, unions and employees-learn how to work together better…. To determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneously

goals of an improved quality of life at work for all members of the organization and greater effectiveness for both the company and the unions.

Key elements of the definition are highlighted as being
promote human dignity and growth
Work together collaboratively
Participative determine work changes and
Assume compatibility of people and organizational goals.

OBJECTIVES OF THE STUDY

Before embarking on actual research objectives of study have to be ascertained. The main Objectives of this study are as follows:

To identify the present practices of Quality of work life in the organization.
To know the Quality of work life program was in accordance with the company's objectives.
To know the Quality of work life program contributed for the employees, personal development.
To see if the Quality of work life program was effective or not.
To see if the Quality of work life program was effectively evaluated or not.
To suggest measures to improve quality of work life techniques if necessary

SCOPE OF THE STUDY

The study with the prime objectives of ascertaining the employers towards the quality of work life program, which are required to perform their jobs effectively, in Big Bazaar, Hyderabad. The studies include managers and programmers.

II. REVIEW OF LITERATURE

Quality of work life:
"Throughout my career, it has been clear to me can accomplish our Mission and provide the level of service the public demands only of we recruit and retain the best and the brightest and provide them with a work environment that supports them in getting their job's done".

"Monitoring employee views about the quality of their work and the quality of their work life helps us get a sense of our strengths as an employer and identify areas where improvements can be made"

The defining of quality of work life involves three major parts: occupational health care, suitable working time and appropriate salary.

The safe work environment provides the basis for the person to enjoy Working.

The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue.

The working time has been established by the state according to legislation, which is a 40-hour working week in Estonia. The standard limits on overtime, time of vacation and taking of free days before national holidays have been separately stipulated. The differences regarding the working time have been established for the persons less than 18 years of age, pregnant women, breast-feeding mothers and the person raising the disabled child.

The employee and the employer agree upon the appropriate salary. The government of the Republic establishes each year the rate of minimum Salary; the employer should not pay less than that to the employee.
Work represents such a role in life, which has been designated to it by the person himself. On the one hand work is an earning of one's living for the family, on the other hand it could be a self- realization providing enjoyment and satisfaction.

Quality of work life (QWL) concerns about employee commitment, morale and skills during a period of downsizing, reorganizations, furloughs and rapid technological change. Recognizing the achievement of missions and goals require high performing employees to address workforce issues.
Balancing personal and professional lives is a challenge that we must meet. Balance, in my view, makes us more successful in all aspects of our lives.

Importance of QWL

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Quality of work life programs has become important in the workplace for the following reasons:

Increased women in the workforce

Increased male involvement in dependent care (child and elder) activities

Increased responsibility for elders

Increased demands at work

Loss of long term employment guarantees

The need for enhanced workplace skills

Increased competition for the best students and talent for education and research environments

Greater competition for talent

QWL programs have been found to:

Improve workplace morale

Encourage employee commitment

Support recruitment

Encourage retention

Enhance productivity

Reduce absenteeism; and

Maximize staff resources

The programs, policies and services offered through QWL programs:

Support faculty and staff efforts to manage the competing demands of work and personal life,

Support health promotion and wellness, and

Express appreciation for faculty and staff contribution to the University, highlight outstanding individual contributions, and Recognize long term commitment.

Quality of work life who need that?

As devoted Internets, or Net-Nuts, we know that we just can't top "working at it," discovering, creating and sharing new stuff. Right? We're all so busy… Psychologically, work has always been one of the most significant of human experiences. But when for May people sex and relationships are troublesome---since they are often Hazardous to our health---work plays and even greater role in keeping us "out of trouble." Regardless of how much we earn, most of us have some kind of agenda or work plan. And with so many people opening a home and a cyber-office, with mounting level of technology-related stress, many of us end up involved in more than on job, which we feel compelled to get done, spending the greatest portion of our lives in what

We consider our workplace. So, Quality of Work Life (QWL) is not some notion of frivolous luxury. QWL is just as real and useful as virtual reality itself.

Equally experienced, open-minded, goal-oriented professionals-men and women have occupation the brainchild of Quality of Work Life Services, Manhattan-based, woman- created enterprise, QWL SPACE with sense of Proportion, future humanity and humor. QWL Services invites you to hang out at our expanding venues toward the overall enrichment of your work life and toward access to healthier lifestyles.

About QWL Objectives

Three main objectives for the QWL Initiative:

Improve employee satisfaction;

Strengthen workplace learning: and

Better manage on –going change and transition

Criteria for measuring QWL

Richard E. Walton explains QWL in terms of eight broad conditions of employment that constitute desirable QWL. The proposed the same criteria for measuring QWL. These criteria/ conditions include:

Adequate and fair compensation

Safe and health working conditions

Opportunity to use and develop human capacities

Contrary to the traditional assumptions, QWL is improved…" to the extent that the worker can exercise more control over his or her work, and the degree to which the job embraces an entire meaningful task "but not a part of it. Further, QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities.

Opportunity for Career growth

Opportunities for promotion are limited in case of all categories of Employees either gibe to educational barriers or limited openings at higher Level. QWL provides opportunities for continue growth and security by Expanding one's capabilities, knowledge and Qualification.

Social integration in the workforce

This can be established by creating freedom from prejudice, Supporting primary work

groups, a sense of community inter-personnel Openness, egalitarianism and upward mobility.

Constitutionalism in work Organization
QWL provides constitutional protection to the employees only to the Level of desirability on such matters as privacy, free speech, equity and due Process.
Work and QWL
QWL provide for balanced relationship among work, non-work, and Family aspects of life. In other words, family life and social life should be Strain by working hours including over time work, work during inconvenient Hours, business travel, transfers, vacations etc…..

Social relevance of work
QWL is concerned about the establishment of social relevance to work in a socially beneficial manner. The worker's self-esteem would be high if this work is useful to the society and vice versa is also true.

It is worth nothing that often the condition that contribute to motivation like equitable salaries, financial incentives, effective employee selection etc….will also contribute indirectly to QWL. Some of these activities like job enrichment might contribute indirectly to QWL by tapping the workers high-order need, and motivating them. Still other activities may contribute directly to QWL providing for a safer work place, less discrimination on the job, and so forth.

Specific issues in QWL
Trade unions claim that they are responsible for the improvements in various facilities to the workers where as management takes credit fro improved salaries, benefits and facilities. However, HR manger has Specific issues in providing them so as to maintain a higher order QWL. Klotz, Medick and Schuster suggested 11 major QWL issues, they are as follows.

Pay and stability of employment
Good pay still dominates most of the other factors in employee Satisfaction. Various alternative means for providing wages should be developed in view of increase in cost of living index, increase in levels and rates of income tax and profession tax.

Enhancing the facilities for human resource development can provide stability to a greater extent.

Occupational stress
Stress is a condition of strain on one's emotions, thought process and physical condition. It is determined by the nature or work, working conditions, working hours, pause in the work schedule, worker's abilities and nature and match with the job requirements. Stress is caused due to irritability, hyper excitation or depression, unstable behavior, fatigue stuttering, trembling, psychosomatic pains, heavy smoking and drug abuse. Stress adversely affects employee's productivity. The HR manager, in order to minimize the stress, has to identify, prevent, and tackle the problem. He may arrange for the treatment of the problem with the health unit of the company.

Organizational health programs
Effective implementation of health programs result in reduction in absenteeism, hospitalization, disability, excessive job turnover and premature death. They should also cover relaxation, physical exercise, diet control etc..,

Alternative work schedules
Alternative work schedules including work at home, flexible working hours, staggered hours, reduced work week, part time employment that may be introduced for the convenience and comfort of the workers.
Participative management control
Workers feel that they have control and over their work, use their Skills and make a real contribution to the job if they are allowed to Participate in creative and decision making process.

Recognition
Recognizing employee as a human being rather than as a laborer Increases the QWL. Participative management award and reward System, congratulating the employees for their achievement, job Enrichment, offering prestigious to the jobs, providing well Furnished and decent work place offering membership in clubs or Associations, providing vehicles or some of the means to recognize the Employees.

Congenial superior sub-ordinate relationships

Harmonious supervisor workers relations give the worker a sense of Social association, a sense of belongingness; we should not ignore the Impact of social relations at the work place the productivity resulting from this.

Grievance procedure

Proper grievance procedure that is quick and justified gives employees an opportunity to vent their feelings and represent their case.

Adequacy of resources

Resources should match with the stated objectives, otherwise, Employees will not able to attain them resulting in employee dissatisfaction and lower QWL.

Senior merit in promotions

Companies either take seniority or merit as basis for promoting the employees, each of these methods have their relative disadvantages and hence it is advisable to take both of them together in promotion policy there by resulting in higher QWL.

Employment on permanent basis

Job security adds a lot not to QWL, for employees working on Temporary basis or on probation are constantly worried about this. Employing them on permanent basis reduces their sense of insecurity and enhances the QWL.

Strategies to improve QWL

Self managed work teams

These are also called as autonomous work groups or integrated work teams, they are formed with 10 to 20 employees who plan, co-ordinate and control the activities of the team with the help of a team leader who is one among them.

Job redesign and enrichment

Jobs can be redesigned to cater the changing needs and thereby help employees in increasing their worth. Jobs redesigned enrich and satisfy the higher order human needs.

Effective leadership and supervisory behavior

Organization should aim at adopting the most effective style of the leadership and a congenial relationship between both the managers and supervisors is essential.

Career development

Provision for career planning, communicating and counseling the employees about the career opportunities, careers path, education and development and for second careers should be made.

Alternative work schedules

This provides for flexibility in working hours and part time jobs. This will also help working couples and students.

Job security

This is one of the most important motivating factors and tops the employees' priority list and needs to be adequately taken care off.

Administrative and organizational justice

The principles pf justice and equity should be adopted by the organization and all the administrative policies should aim to satisfy employees in this regard.

Participative management

This creates sense of pride and responsibility among the employees. Organization adopt various strategies in this regard "Quality Circles" being the most popular among them.

QWL Accomplishments

Since the QWL initiative was announced, many important changes have occurred to improve the quality of work life for employees. These changes include, but are not limited to, the following;

Avoidance of the use of involuntary separations, accepts the few in the HIS as Result of the Indian Self-Determination Act;

Lamination of sequential sign-in sheets;

Internet access for all employees

Creation of a model work/life center to serve as a resource for all employees;

Creation of a web site dedicated to QWL activities

Annual QWL weeks sponsored in each OPDIV;

First and second annual secretary's Conference on Family Friendly Work practices;

Creation of a distributed learning network ("D/L net") to allow Employees to learn "Anytime, and where";

Distribution of annual employee benefits statements to all employees;

Pilot projects to re-design the way work is accomplished to increase Organizational productivity as well as employee ability to balance work and life priorities

First annual Diversity conference to make recommendations on how to make Diversity a "source of performance excellence" for HHS

The most important accomplishment of the QWL initiative is simply the fact that paying attention to QWL issues has become an integral part of HHS' culture. HHS employees, and the people they serve, deserve no less.

Humans love to keep score. Nowadays there seems to be a scorecard or measurement index for just about everything from the cost of living to the cost of dying and everything in between. The problem with many of these measures is that they take a pure economic view of What ever is being measured. But conclusion about the economy or business can often be misleading when drawn from only those indicators that are easy to quantify.

As Albert Einstein noted, "Not everything that can be counted counts and not everything's that counts be counted."

Work place Activities that enables Quality of work life culture

A survey of the functions and challenges of personnel management supports the contention that the modern personnel manager must operate at the nexus of these major forces. First, one must plan, organize, direct, and control the procurement, development, compensation, integration, maintenance, and separation of work force in order that the organization may accomplish its designated objectives. In this view, a work force is an instrument of the organization, and the personnel manager provides and shaped that instrument. Organization's requirement change with the as is illustrated the Organization's requirement change with the as is illustrated the growth of large, multinational corporations and the use of more complex and automated technology.

Second, the instrumental work force is composed of human of varying types with complex and changing needs and values. The personnel management must assist the organization in adapting change in mix (demands for individual rights, treatment, and opportunities). The Personnel manager searches for programs that have overlapping Interests for both employee and organization, such as flex-time, which Allows individual decision concerning working hours, yet returns Values in the area of tardiness, absenteeism, turnover, and Productivity.

Finally, the third major force is society, representing by multiple levels of government. There are a number of obligations for the organization and the personnel manager toward society that have their own implication on the quality of work life in any firm.

It should be noted that "organizations" included not only the firm but the trade union as well. QWL programs are not to be viewed as union-bursting devices since the union is often asked to participate in the program. Nevertheless, some managers are Leary of this degree of involvement as exhibited by the statement of one executive, "when you ask a bear to dance you cannot quit just when you get tired". Collaboration on one subject will lead to expectations in other areas.

III. RESEARCH METHODOLOGY
RESEARCH:-

Research in common refers to a search for knowledge. We can also define research as a scientific and systematic search for pertinent information on a specific topic.

D.Slesinger and Stephenson define research as the 'manipulation of things, concepts or symbols for the purpose of generalizing to extend, Correct or verify knowledge, whether that the practice of an art".

RESEARCH PROCESS:-

Research process consists of series of actions or steps necessary to effectively carry out research.

The various steps, which provide useful guideline regarding research Process.

1. Formulating research problem

2. Extensive literature survey

3. Determining sample design

4. Collecting the data

RESEARCH METHOD:-

The study was totally a fact-finding study. The main aim of this is to identify and evaluate the training and development program given to the employees working in Big Bazar. Hyderabad.

STUDY AREA:-
The study has been conducted in Big Bazar, Hyderabad.

SAMPLE DESIGN:-
A sample design is definite plan determined before data was actually collected for obtaining a sample from given population in this study random sampling is used. This sampling method involves purposive or deliberate selection of particular units of the population for constituting a sample, which represents the population.

SAMPLE SIZE:-
The sample size taken for survey includes 100 employees. The sample Takes into consideration/constitute all the managers and programmers in the organization.

COLLECTING THE DATA:-
In dealing with any problem it is often found that data at hand are inadequate and therefore it becomes necessary to collect data that are appropriate. These are several ways of collecting the appropriate data, which defer considerably. In context of time and other resources. Here for the purpose of study two kinds of data has been used.
Primary data
Secondary data.
1. PRIMARY DATA:-
The Primary data are those, which are collected afresh for the first Time, and thus happens to be original in character. With reference to this study, data is collected through
Questionnaire
Interview method.

Questionnaire Method:-

Data is gathered by distributing questionnaire to managers and Programmers. Questionnaire is prepared and pre tested before using it for data collection.

Questionnaire is a structured one consisting of questions, which are close, ended having fixed response pattern with multiple Answers.

b) Interview method:
The study also includes obtaining information from knowledgeable persons. This interview is an informal or unstructured One with competent and articulate individuals, programmers and professionals of the organization.

2. SECONDARY DATA:-
The secondary data are those that are already available, i.e. they Refer to the data, which have already been collected and analyzed by someone else. Secondary data is gathered from the organization Catalogues, Journals and books.

LIMITATIONS OF THE STUDY

Firstly, the respondents were not available readily and the data were collected as per the convenience of the respondents.
Secondly, the sample of 100 respondents was given by the organization hence appropriate sample techniques were not applied for selecting the respondents.
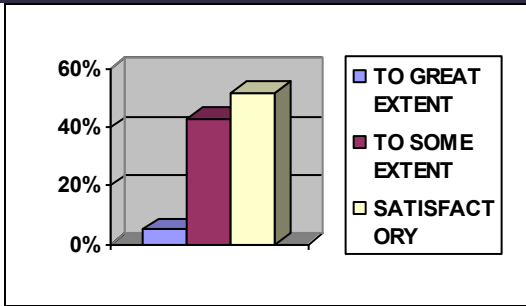Thirdly, time is also one of the constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

IV. DATA ANALYSIS & INTERPRETATION
Data analysis and interpretation is done with the help of graphs.
1) To what extend are you comfortable is done with the benefits that are aimed towards your self- improvement.

To great extent	5%
To some extent	43%
Satisfactory	52%

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Response:
5% of employees say that they are satisfied to great extent with the provision of benefits at the work place.
43% of the employees say that they are satisfied with the Provision of benefits to some extent.
And 52% say that they are just satisfied and 0 say that not satisfied.

2) To what extent is your performance justified with adequate and fair compensation?

|	
To great extent	13%
To some extent	22%
Satisfactory	65%
Not satisfied	0%
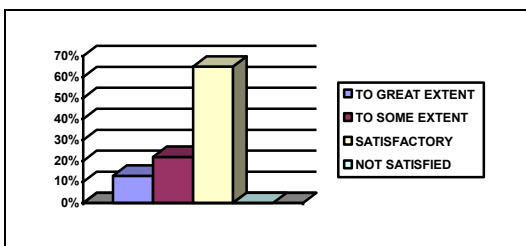
Response:
13% of the employees say that their performance is justified with adequate and fair compensation.
22% of the employees say that their performance is justified only to some extent.
65% of the employees are just satisfied regarding this.

To what extent your organization is maintaining the appropriate balance of work?

To great extent	9%
To some extent	47.50%
Satisfactory	43.50%
Not satisfied	0%
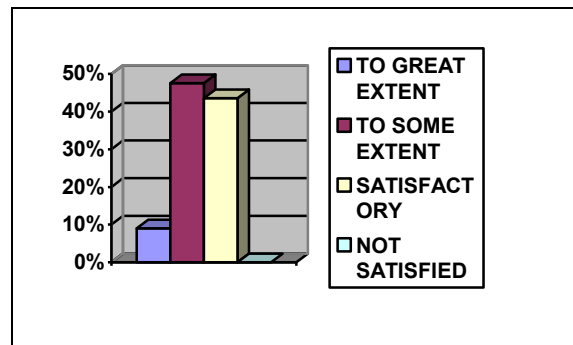
Response:
9% of the employees say to great extent that the Organization maintaining appropriate balance of work...
47.5% of the employees say to some extent the Organization maintaining appropriate balance of work and.
43.5% of the employees are satisfied.

V.   FINDINGS   SUGGESTIONS CONCLUSIONS
FINDINGS:
79% of the employees say yes they can quote more Valuable suggestions in order to improve the system of "QUALITY OF WORK LIFE".
4.34% of the employees strongly agree that they need Strong trade unions to protect their interests.
47.82% say to some extent the organization provides scope for the employee development.
30.43% of the employees say very true that the organization providing training sessions.
21% of the employees strongly agree that the job let them to use their skills and abilities.
43% of the employees say that they are satisfied with the Provision of benefits to some extent.

SUGGESTIONS

The topic selected is quality of work life. The significance of selection the topic relates to its importance in the study to make the employees more efficient, so that organizational goal can be achieved through Personal development.

The study deals with the particular viewpoint on quality of work life and analysis of their viewpoint on the training program. Many of the Respondents agree that the department is manned with competent Personnel and has adequate facilities, fully equipped with required Teaching aids and congenial climate.

Most of the employees attended the quality of work life program to Gain knowledge on their self-interest. But some of the respondents gave their suggestions so that the program can be more effective.
Some of the suggestions are as follows:-
Work should be distributed among employees uniformly.
Job rotation
Objective appraisal
Transparent in communication both ways (top level to low level & vice versa)
Qualification Vs service at the time of appraisal to employees needs more transparency and effective strategies.
More motivational classes on the attitudinal change of the employee towards the job.
Man power system needs to be more effective.
Appraisal system needs changes before and after appraisal of employee there should be pre and post counseling for employees.
Compulsory leave of 45 days.
Work allotment should be made as per the performance
More social get together should be planned by official to meet the family members of the employee's

CONCLUSIONS
After conducting an intense study on quality of work life program in   Big Bazaar the fallowing conclusions were derived.
1. Organization should focus on the benefits that are aimed towards Self-improvement of the employees
2. Organization needs to maintain the appropriate balance of work.

3. Opportunity for the career growth is very good.
4. Benefits provided by the Organization are very good to satisfy the Employee personal needs.
5. Team work in the organization is very good.
6. Organization should focus on training sessions in order to motivate the employees.
7. Work stress on the employees is somewhat high.
8. Organization needs to provide scope for the employee development.
9. There is some discrimination at the work place.
10. On the whole the quality of work life program in Big Bazar. Is good.

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