

Quality of Work life and Employee Perception: An Association towards Satisfaction

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Abstract: *In the new millennium we see that there are immense challenges to employers and employees and their families. Perception of employees towards their job matters extensively for their performance. Many researches have uncovered important predictors of employee satisfaction and quality of worklife has adopted a contemporary view of job satisfaction, stress, labour relations and a broad based view of occupation (Raduan C Rose et al, 2006). This paper attempts to facilitate a view that how can Quality of Worklife be improved by involving Employees more into work where they are able to get more job satisfaction. Job satisfaction has a significant relationship with the organizational outcomes. Herzberg in his theory of motivation has identified both the motivators and hygiene factors which motivates an employee to be attached to organization. In this Paper Quality of Worklife is a Dependent variable. Fairness and Equity and Work Motivation are taken as independent variable. The paper has attempted to find out the important factors which gives higher satisfaction and which will improve the Quality of Worklife of Employees working in companies. In the Present Study measurement tool like Pearson Coefficient correlation, Reliability analysis and Tabular representation with mean value has been used to analyse the data. From the study it is evident that there is positive relationship between the variables taken for study.*

Keywords: *Quality of Worklife, Employee Satisfaction, Work Motivation, Fairness and Equity, Employee Perception*

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I. INTRODUCTION

Quality of Worklife differs from industry to industry but there are certain common goals which has to be achieved and it can be possible by involvement of employees and employers. It has been found that in many sectors attrition rate is very high and if you go through survey its found that employees are not satisfied. Employees get motivated by two forces of need as said by Herzberg the higher level needs and the lower level needs like some employees want responsibility, recognition, status etc and some want pay, promotion incentives workplace working condition etc. So it is essential to incorporate new things and improve the Quality of Worklife practices in the firm. One approach to improve Quality of work life (QWL) is to practice it more and more. People are becoming now a days more conscious of their work, the products they produce, the quality work they did, the Personal and Professional life requirements and the place where they can survive and not. Quality of Worklife is concerned with overall work climate under what working conditions are they working their expectation in monetary terms their relationship with other co workers and finally are they getting recognition or not. Robbins (1989) defined Quality of Worklife as a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that designs their lives at work”

II. OBJECTIVE OF THE PAPER

The employee satisfaction in any corporate house is a great matter of concern for the management. The Employee Satisfaction is one of the success of management. The corporate houses are considering to improve the Quality of Worklife of their employees as their integral duty towards the objective of retaining the employees in their organization. The objective of the Paper are:

1. To find out the perception of Employees for the overall QWL in their organization
2. To determine how work related factors enhance better quality of worklife.

III. HYPOTHESIS

Following objective leads to following Hypothesis

Null: There is no significant relationship between QWL and variables of Fairness and Equity Alternative: There is significant relationship between QWL and variables of Fairness and Equity

Null: There is no significant relationship between QWL and variables of Work Motivation Alternative: There is

significant relationship between QWL and variables of Work Motivation

IV. REVIEW OF RELATED LITERATURE

4.1 Quality of Worklife

Quality of Worklife is defined as the favourable conditions and environments of a workplace that support and promotes employee satisfaction.(Havlocic,1991; Straw and Heckscher,1984;Scobel,1975) The basic objectives of an effective Quality of Worklife programs are improve working conditions and greater organizational effectiveness. Positive results of Quality of Worklife have been supported by a number of previous studies including reduced absenteeism, lower turnover and improved job satisfaction(Havlovic,1991; Cohen et al, 1997; King and Ehrhard,1997)Common beliefs support Quality of Worklife and its positive impacts which is essential in determining companies effectiveness..(Allan and Loseby, Meyer and Cooke ; Bassi and Vanburen) Quality of Worklife has been described as referring to the strengths and weakness in total work environment..Acc to (H.Dargahi and J. NasleSeragi achievements of the improving quality of worklife promotes the better use of existing workforce skills and increased employee involvement. dependant on two level of need satisfaction of employees like lower level needs comprising Pay, Working Environment, Job Security, Level of Supervision etc and second is higher level needs as Recognition ,Achievement, Growth, Responsibility etc. In a study conducted by Vicente Royuela, Jordi Lopez(2001-02) it was found that better results of Quality of Worklife was found in Service sector and it was also found better in jobs with more responsibilities. The term quality of working life (QWL) was probably coined originally at the first international conference on Quality of Worklife at Arden House in 1972 (Davis &Cherns, 1975). Mills (1978) probably coined the term quality of working life and suggested that it had moved permanently into the vocabulary of unions and management, even if a lot of the people using it were not exactly sure what territory it covered. Cherns (1978) argued that: Quality of Worklife owes its origins to the marriage of the structural, systems perspective of organizational behaviour with the interpersonal, human relations, supervisory-style perspective .In North America, Europe, and Japan, Quality of Worklife has been quite well received as an approach leading to greater democratization and humanization of the work place as well as to greater productivity on the part of the work force. As Thompson (1983) indicated, Quality of Worklife programs propose a movement toward greater engagement with the cooperation, knowledge, and tacit skills of the work force. Delamotte and Walker (1974) indicated that a number of emphases have been made in the humanization of work including: the need to protect the worker from hazards to health and safety, the wage-work bargain (a fair day's pay for a fair day's work), the protection of workers from the hazards of illness and unemployment, and the protection of the worker from arbitrary the authority of management. More recently, Deutsch and Schurman (1993) suggested that strategies in the USA developed by unions are to increase the amount of employee participation and involvement in decision-making around the areas of new technology, work environment and skill training and development. Cheng (1992) is one of a few authors who have presented several cases of Quality of Worklife through employee participation in Singapore.Elizur (1990) indicated that since a number of approaches have been taken to defining Quality of Worklife , discrepancies exist in the use of the term. He pointed out that earlier Quality of Worklife was seen in terms of availability of jobs, training and mobility, and job security and earnings. Then, Quality of Worklife was perceived to include working conditions, equitable compensation and job opportunities while more recently, Quality of Worklife was viewed as involving autonomy, accomplishment, challenge, personal responsibility, chances to make decisions and develop interests and abilities. These can only be possible when organizations provide better facilities and opportunities to their employees to satisfy their higher level need requirements.

4.2 Fairness and Equity

Maslow defined "The need to fulfill oneself by maximizing the use of abilities, skills and potentials"(Gibson et al ,2000)Motivation points out the relevance of Job Satisfaction to the physical and mental well being of employees. He considers work as an integral and important aspect of people's lives because large part of their lives is spent at work. So understanding the factors involved in creating work related satisfaction is relevant to improving the well being of a significant number of people. Quality of Worklife was perceived to include working conditions, equitable compensation and job opportunities while more recently, Quality of Worklife was viewed as involving autonomy, accomplishment, challenge, personal responsibility, chances to make decisions and develop interests and abilities. These can only be possible when organizations provide better facilities and opportunities to their employees to satisfy their higher level need requirements. Managing HR often requires making decisions in which fairness plays a big role. Fairness is an integral part of what most people think of justice(Robbins).Companies where fairness and justice prevails such companies are ethical companies. In one of the study(Robbins)it focused how employees react to fair treatment .In practice fair treatment reflects concrete actions such as employees are trusted, employees are treated with respect and employees are treated fairly. Why treat employees fairly (Perter Drucker) put it this way " They're not

employees, they're people", so treat them with respect and dignity. Perceptions of fairness relate to enhanced employee commitment , enhanced satisfaction with the organization, with jobs, and with leaders .

4.3 Work Motivation

Historically motivation theorists viewed that it was Extrinsic motivators like Pay , Supervision Working conditions motivated the employees . Now it has been realized that Intrinsic motivators such as achievement, recognition, respect, opportunities also motivates an employee. Its very true that the job should contain sufficient variety of tasks to provide challenge and to ensure the utilization of talents. Quality of worklife will improve if the job allows sufficient autonomy and control. The work should provide career opportunities for development of new abilities and expansion of existing skills on a continuous basis. An organization that has greater concern for social causes can improve the quality of work life.

V. RESEARCH METHODS

In the present paper the researcher has chosen different Five Sectors they are Steel Manufacturing Public Sector, Mining public Sector, Power Public Sector, Banking Sector and Education Sector. The role of public sector in Chhattisgarh is continuously expanding and they are boosting the economic development of this state. Therefore the researcher has selected especially Bhilai Steel Plant under steel manufacturing sector. NMDC a public sector mining industry is also one of the prominent business activity in Chhattisgarh .NTPC and CSEB are the Power generating public sectors which are highly contributing to the economy of Chhattisgarh . In the present study the researcher has also selected Banking sector which is a relatively environment friendly industry.. In the knowledge era the education sector has gained a great momentum and looking at the literacy ratio the education sector is one of the dominating sector. Therefore the researcher has selected Education Sector for study purpose . The study has been conducted for 600 employees of these five sector. Questionnaire was administered to collect the data.Likert five point scale was used to measure the work related attitude and Employee Perception of respondents.

VI. RESULTS AND DISCUSSION

6.1 Profile of Respondents

The socio economic factors plays a vital role towards quality of worklife of employees. The factors like Age, Size of the organisation ,Position of Employees in the organization, Sector, Salary and Gender also influences the employee perception towards quality of worklife. The details of socio economic factors taken for the study has been presented below in Table 1. Below.

TABLE 1.Socio Economic details of the Respondents.

Background Variable	Profile	Percentage
Age	18-25 yrs	9
	26-35 yrs	28
	36-45 yrs	38
	46-55 yrs	24
	55 and above	1
Organisation Size	100-150 cr	5
	151-200 cr	5
	201-250 cr	9
	More than 250 cr	81
Position	Senior Level Manager	8
	Middle Level Mgr	54
	Junior Level Mgr	38
Job Sector	Public	86
	Private	14
Salary	Less than Rs 25,000 per month	27
	Rs .25001-35000	37
	Rs .35001-45000	14
	Rs .45001-55000	6
	Rs .55001-65000	6
Gender	More than Rs. 65001	10
	Male	82
	Female	18

It can be observed from the Table 1 that the 60 % and above employees are above the age of 35 years and below 55 years. 81 % of the companies are havinf a turnover more than 250 cr which supports the large scale units taken for study and 54 % of employees taken for the study are at Middle level and 38 % of Employees are from junior level the average salary range of employees are 25,000 to 45,000 and 10 % of employees are having sary of more than 65,000 . 82 % of respondents are Male and 18% are Females.

The data has been analysed on the basis of variables used for study. The variables taken in consideration for research are divided in three categories. 1. Overall Quality of Worklife where the respondents were asked how much satisfied are they from their overall quality of worklife. The second variable used in the study is Fairness and Equity where there were Eight Items and the Third variable used is Work Motivation where respondents responded to six items like satisfaction related to personal achievement, respect, importance, socialisation, pride and enhancement at job.

6.2 Quality of Worklife and Measures of Variables.

The responses of employees towards these variables in percentage has been shown in Table 2 below

Table 2: Percentage Wise Cumulative data of Employees Satisfaction responses towards QWL variables .

Variables	Items	CS	S	MS	DS	CDS
QWL						
	Overall Worklife	28	54	15	3	0
Fairness and Equity	Moral Standards at workplace	19	37	34	3	7
	Ethics at workplace	20	51	17	10	2
	Fairness at workplace	20	40	17	21	2
	Working hours	23	48	17	10	2
	Pay and Compensation	13	58	12	14	3
	Rules and Regulations	21	37	28	12	2
	Lawfulness at workplace	18	42	25	13	2
	Family Concerns	20	49	11	14	6
Work Motivation	Personal Achievement	25	37	25	12	1
	Respect	31	47	22	0	0
	Importance	32	44	15	9	0
	Socialization	27	55	12	6	0
	Pride	24	52	17	6	1
	Enhancement in Job	19	40	31	8	2

From the above table it is observed that more than 90% of employees are satisfied from the overall Quality of Worklife. Employees are satisfied from the work motivation factors as well as Fairness and Equity factors. The dissatisfaction among employees are more due to fairness and equity factors compared to work motivation factors. This means that quality of worklife satisfaction is more due to respect, socialization, Enhancement in job and Pride.

6.3 Correlation Analysis

Correlation tests were conducted to examine the individual relationships between the variables and overall QWL.. The output of the test were summarized in table 3 below.

Table 3: Correlation Analysis of the Variables taken for Study.

Variables	Items	Value
QWL		
Fairness and Equity	Overall Worklife	
	Moral Standards at workplace	0.739
	Ethics at workplace	0.582
	Fairness at workplace	0.565
	Working hours	0.384
	Pay and Compensation	0.2
	Rules and Regulations	0.571
Work Motivation	Lawfulness at workplace	0.459
	Family Concerns	0.082
	Personal Achievement	0.403
	Respect	0.476
	Importance	0.46
	Socialization	0.528
	Pride	0.554
	Enhancement in Job	0.466

The most familiar measure of dependence between two quantities is the Pearson product-moment correlation coefficient or "Pearson's correlation." The Pearson correlation is +1 in the case of a perfect positive (increasing) linear relationship, -1 in the case of a perfect decreasing (negative) linear relationship. Value between -1 and 1 in all other cases indicates the degree of linear dependence between the variables. As it approaches zero there is less of a relationship. The closer the coefficient is to either -1 or 1, the stronger the

correlation between the variables.

The analysis data table clearly shows the different dimensions of QWL(acts as independent variables) considered for this study are highly positively related with each other, values ranging from 0.831 to 0.082 So the null hypothesis is rejected leading to acceptance of the alternative hypothesis i.e. dimensions of Quality of worklife taken into account are positively interrelated. The data above also shows that there is significant relationship between QWL and Fairness and Equity the relationship is Positive and it range from 0.739 to 0.2. There is also significant relationship between QWL and the items of variable Work Motivation which range from 0.554 to 0.46. So this leads to the rejection of Null hypothesis and acceptance of the alternative hypothesis. All 15 variables are work related factors which has been analysed to test the hypothesis we can see from the given graph that all 15 variables which are work related factors are very highly rated by employees and it means it is very important for employee satisfaction. It can thus be concluded that the relationship between Quality of Worklife and moral Standard at workplace (r = 0.737) portrays a positive relationship and high relationship, while Ethics(r =.581), Fairness (r = .565) Pride at workplace (r = 0.551) have positive and moderate relationship with work performance. The other factors like working hours(r = 0.394), Pay and Compensation (r = 0.203), Rules and Regulations (r = 0.204) and Family Welfare (r = 0.082) were found to have positive and low relationship. From the correlation analysis it is likely to have better work performance. This study also has demonstrated that job satisfaction is one of the factors for work satisfaction. This is expected as there are growing number of literatures that associated job satisfaction and work performance. Studies **accomplished by Wright et al. (2007); Bauer (2004); Schleicher et al. (2004); Judge et al. (2001) and Hochwarter et al. (1999)** has noted that job performance has significant relationship with work satisfaction. Based on their studies, if the employee job satisfaction reaches at its best level, organization will have bigger opportunity to achieve higher flexibility, higher product quality and more importantly higher performance.

6.4 Descriptive Statistics and Reliability Analysis

The descriptive analysis and the reliability score of the variables were obtained and it has been presented below. The range between 0 and 1 for Cronbach Alpha coefficients is reflecting the reliability of the data. A Cronbach Alpha coefficient is acceptable, if the value higher than 0.70 (Nunnally & Bernstein, 1994). On the other hand, Sekaran (2003) stated that a level of 0.60 is still acceptable. The reliability score for Fairness and Equity is 0.871 and for work motivation it is 0.872 which is very high.

Table.4: Representing Mean Value in Tabular Form

Variables	Items	Mean	SD	Reliability
QWL				
	Overall Worklife	4.08	.72	
Fairness and Equity	Moral Standards at workplace	3.6	1.02	0.871
	Ethics at workplace	3.73	.93	
	Fairness at workplace	3.55	1.07	
	Working hours	3.8	.95	
	Pay and Compensation	3.67	.93	
	Rules and Regulations	3.61	.99	
	Lawfulness at workplace	3.61	.97	
	Family Concerns	3.64	1.13	
Work Motivation	Personal Achievement	3.75	.99	
	Respect	4.09	.72	0.872
	Importance	4	.90	
	Socialization	4.04	.78	
	Pride	3.9	.88	
	Enhancement in Job	3.67	.93	

Discussion

The study proves that QWL is an important issue because it determines how an organisation can attract and retain prospective employees. The results of the study shows that these variables has an impact on improving Quality of worklife.. As far as Overall Quality of Worklife is considered all employees are highly satisfied . QWL is highly correlated to Moral Standard at workplace and is least related to Family Welfare .This proves that for overall QWL other variables like Ethics, Fairness, Recognition at workplace and Pride at workplace are equally responsible for improving QWL of Employees. All variables are positively related to QWL. The need of an hour is to focus more on higher level needs of an Employee as those satisfies the employees more. Quality of worklife is nothing but an approach by which companies can retain employees and enhance the organizational performance. In chhattisgarh mainly in all the major Five sectors which has been selected for study it has been found that all work related factors are independently associated with Job Satisfaction and all are related with overall Quality of Worklife too. So strengthen your policies and make your employees happier employees and set example of Best Employer.

VII. CONCLUSION

Results presented obviously prove that quality of work life elements are indeed important determinants for work performance. QWL is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. The aim of QWL is to identify and implement alternative programs to improve the quality of professional as well as personal life of an organization's employees. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and Personal life.

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