

A study on changing perspective about Quality of Work Life (QWL)

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Abstract - The traditional management gave inadequate attention to human values and more or less concentrated on extracting more work from employees. Human being cannot be compared with machines. They have their own impulses, instincts, emotions. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better quality of work life. The quality of work life, as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with quality of work life, such as ‘humanizations of work’ ‘quality of working life, ‘industrial democracy’ and ‘participative work’. Therefore an Employer should design a job, which suits the needs of workmen not the technology. This revolutionary adoption will surely increase the worker’s potential and can be used to maximum extent. It ensures greater participation and involvement of workers, makes work easier and improves quality and efficiency. Quality of work life is a process of work, in which organizations enable its members at all levels to actively participate in shaping the organizations policies, environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees.

Key words: Employer and Employee relations, Human Resource, Humanizing of work, Quality of work, employees participation in management.

I. INTRODUCTION

The task of human resource managers is to increase the work experience of employees and develop a work environment, which entice and retain potential employees (Robin and Burchell, 2013). This is especially important in a service-oriented industry where the employees on the frontline are critical in delivery of a consistent and premium services to the customers¹. Therefore, the quality of service is entrenched in the quality and performance of human resources. Hence it is inevitable to treat the employees as an integral and impeccable part of the organisation and should be treated as an asset instead of servants. Investing on their training, skill inculcation is definitely not an expenditure instead present investment to reap the future benefits. An attractive work place can provide firms the better financial results and the benefits of an enhanced bottom-line performance. Therefore, the key to competitive advantage in the global environment was considered to be the creation of a great place to work through the implementation of quality of work life programs.

CRITERIA FOR QUALITY OF WORK LIFE:

Herzberg’s Two-factor theory which is also known as the ‘motivation-hygiene theory’, is a universally accepted

theoretical framework that relates work motivation with output and attempts to explain the manner in which the work activities and job nature influences motivation and performance of an employee². The aim of the theory is to determine what people actually want from their jobs and hence the theory argues that work motivation and job satisfaction flows from what is referred to as the motivators – influences like achievement, recognition, responsibility, advancement and growth. These are factors which are associated with the work itself or with outcomes directly derived from it, that possess the opportunity for providing intrinsic rewards to employees and thereby resulting in job satisfactions. The hygiene factors referred to in this theory include influencers like supervision, interpersonal relations, physical working conditions, salary, company policies and administrative practices, benefits, and job security. The theory states that these factors or influencers can be equated with medical hygiene which act more as preventive instead of being curative. These factors do not lead to satisfaction but possess the potential to prevent dissatisfaction and negative performance at jobs⁵.

Researchers such as Latham (2012, p. 103) have identified this to be a motivating factor for employees and an incentive to work. Pay and salaries need to be adequate to so that employees are not dissatisfied with their job and

should be such that the employees are able to easily satisfy their needs.

Training and development programs or opportunities for career and skills advancement of employees and these are identified to be motivators for employees³. Hence adequate existence of these in a job can lead to job satisfaction and motivation which ultimately leads to enhanced performance and organizational profitability. Job security acts as an influencer of an employee not getting dissatisfied with the job. This characterizes the job situation and makes the work tolerable for the employee.

II. REVIEW OF LITERATURE

Rhillehard et.al (1969) conducted a study on the performance of managers in private organisation and compared managers working in government agencies with those from business and industries. They found that perceived deficiency in need fulfillment likely to increase successively at lower level, which was almost similar to the findings of Jhonson and Marcrum. Their study also revealed that increased dissatisfaction was found among managers of government agencies as compared to managers of business and industries.

Payne and Pheysey (1971) in the light of an interesting study conducted on organizational climate and came to conclusion that job satisfaction is an indicative of positive Quality of Work Life. This was to highlight qualities of employee's work life. Job satisfaction is an indicative of positive quality of working life. Hence, whatever studies will be put forth on job satisfaction would be determining relationship of some variable as its important determinants.

Pestonjee (1973) reported that supportive organizations are truly related to workers morale and job-satisfaction. Similarly in a study conducted by Schnider and Snyder (1975), it was found that climate and satisfaction are positively correlated⁶ and almost the same result was found in a study of Lafollette and Sims (1975), as they found organizational climate and organizational practice correlated to jobs.

Costello and Sang (1974), reported that majority of job incumbents of publicly owned utility firms were satisfied with security and social needs but, were different in the fulfillment of increase order needs self-esteem, autonomy and self-actualization.

Balkrishnan (1976) examined the relational importance of physical, social, financial, security, achievement, responsibility, recognition, and growth factors of industrial employees. Results indicated that financial and physical factors were very important as compared to other factors. Workers were found to be above physical and safety needs and were somewhere between social and ego needs.

Taylor (1977) suggested usefulness of job satisfaction measures in assessing job characteristics in improving

Quality of Work Life is problematic. Paradoxically the high and stable levels of job satisfaction can not explain the frustration and alienation in the organization. This leads to the notion that employees' participation in the action researches on Quality of Work Life may itself reduce their frustration and feeling of alienation.

III. RESEARCH GAP

The research discussions have been focused on the elements and dimensions of a good quality of work life for employees and the role and importance of the concept for employees and consequently for the organizations. Keeping that in mind and considering the hospitality industry, not much empirical study has apparently been done on the concept of quality of work life, this study looks into the factors that have the potential to positively contribute to an enhanced quality of work life for employees in the Indian hotel industry. The study has been done on employees working in ITC Gardenia, a luxury hotel in Bangalore.

OBJECTIVES OF THE STUDY:

1. To study and understand the concept of quality of work life.
2. To find out how quality of work life affects job satisfaction and performance of the employees.
3. To identify the major factors influence the quality of work life of the employees.
4. To offer suitable suggestions and recommendation to improve the quality of work life.

IV. RESEARCH METHODOLOGY

Purposive sampling technique has been chosen to carry out the study. ITC Gardenia, one of the luxury hotel functioning in Bangalore has been chosen for the study. Employees of ITC Gardenia were the respondents.

SAMPLING TYPE: Simple Random Sampling Method has been used. This method is a subset of a statistical population in which each member has an equal probability or chances of being chosen. This method is an unbiased technique.

SAMPLE SIZE: 100 respondents.

PRIMARY DATA: Collected through direct personal interview, and through questionnaire.

SECONDARY DATA: The secondary data was collected through company manual, website of the company, company brochure, induction handbook.

Data collected is systematically organized, tabulated and analyzed by using statistical techniques pie charts and other pictorial representations.

ITC Hotels is India's second largest hotel chain with over 100 hotels. Based in the Hotels Division Headquarters at the ITC Green Centre in Gurgaon, Haryana, ITC Hotels is

also the exclusive franchisee of The Luxury Collection brand of Starwood Hotels and Resorts in India. It is part of the ITC Limited group of companies. ITC Hotels is regularly voted amongst the best employers in Asia in the hospitality sector. Launched in 1975, ITC Hotels, India's premier chain of luxury hotels, has become synonymous with Indian hospitality.

V. DATA ANALYSIS

Gender of the respondents:

Gender	No. of respondents	Percentage
Male	47	47
Female	53	53
Total	100	100

Source: Primary Data

Age Group of the respondents

Age	No. of respondents	Percentage
20-25 years	11	11
26-30 years	23	23
31-35 years	36	36
Above 35 years	30	30
Total	100	100

Source: Primary Data

Work experience of the respondents

Work Experience	No. of respondents	Percentage
Below 1 year	17	17
2-5 years	26	26
6-10 years	46	46
Above 10 years	11	11
Total	100	100

Source: Primary Data.

Monthly Income of the Respondents:

Monthly Income level (in Rs.)	No. of respondents	Percentage
Rs.10,000-15,000	17	17
Rs.15,001-20,000	27	27
Rs.20,001-25,000	16	16
Rs. Above 25,000	40	40
Total	100	100

Source: Primary Data.

Utilisation of skills and talents of the employees

Opinion	No. of respondents	Percentage
Yes	67	67
No	33	33
Total	100	100

Source: Primary Data

Training and Developmental Programmes

Opinion	No. of respondents	Percentage
Agree	21	21
Neutral	33	33

Disagree	27	27
Strongly disagree	19	19
Total	100	100

Source: Primary Data

Satisfactory reward and incentive system by the organisation

Opinion	No. of respondents	Percentage
Yes	37	37
No	63	63
Total	100	100

Source: Primary Data

Communication strategy used in the organisation

Communication Strategy	No. of respondents	Percentage
Upward communication	11	11
Downward communication	45	45
Horizontal communication	23	23
Diagonal communication	21	21
Total	100	100

Source: Primary Data

Motivation Level

Motivation level	No. of respondents	Percentage
Highly motivated	21	21
Fairly motivated	26	26
Neither motivated nor de-motivated	24	24
De-motivated	29	29
Total	100	100

Source: Primary Data

Leadership Style

Leadership style	No. of respondents	Percentage
Autocratic	17	17
Strategic	29	29
Transformational	32	32
Cross-cultural	22	22
Total	100	100

Source: Primary Data

Employees participation in decision making

Opinion	No. of respondents	Percentage
Always	28	28
Rarely	34	34
Never	38	38
Total	100	100

Source: Primary Data

Stress level at work

Opinion	No. of respondents	Percentage
Very high	24	24
High	32	32
Moderate	31	31
Less	15	15
Total	100	100

Source: Primary Data

Problem solving and Grievance redressal

Opinion	No. of respondents	Percentage
Always	33	33
Rarely	37	37
Never	30	30
Total	100	100

Source: Primary Data

Availability of Health care and medical facilities

Opinion	No. of respondents	Percentage
Highly satisfied	22	22
Satisfied	35	35
Neutral	31	31
Dissatisfied	12	12
Total	100	100

Source: Primary Data

Satisfaction level with the job

Opinion	No. of respondents	Percentage
Highly satisfied	17	17
Satisfied	19	19
Neutral	33	33
Dissatisfied	31	31
Total	100	100

Source: Primary Data

VI. ANALYSIS AND INFERENCES

For this research study, sample size was 100 respondents, which was decided to be adequate. Hence, 100 employees working in ITC Gardenia, Bangalore were chosen. Out of 100 respondents 47% were male respondents and remaining 53% of the respondents were female. Higher number of female respondents is a true reflection changing mind set of the society, where traditionally female work and operations were limited to four walls of a kitchen to equal participation in the work force on par with men⁴. Majority of the respondents were under the age group of 20 to 35 and around 50 % of the respondents were working there on an average from five years. out of records, when personally questioned about any intentions to drift jobs, the opined that not so early. The three R policy followed by the organisation viz., reward, respect and recognition has indeed resulted very effectively, proving lesser employees attrition. This was a major stimulus as a trained workers takes personal responsibilities and know, what must be done, at the time of need or crisis. Therefore it was evident that when it comes to job satisfaction, ITC Gardenia, Bangalore employees were highly satisfied and were willing to continue their employability. This proved to be a positive factor for the organisation. However, 33% of the respondents opined that, their skills and efficiencies are not used to the fullest extent. This could be a cautioning bell for the organisation, where the responsibility of the organisation, does not end, by merely paying them the good salary, also employees should feel that their potentialities

are optimally utilized, it is quite alarming as almost 63% of the respondents were not completely happy with their reward and incentive scheme. However, the general trend is that anywhere an employee will never be satisfied with what they get and instead always aspire more. As a result almost 29% of the respondents were found to be de motivated, which is surely a caution to the organisation.

VII. FINDINGS

In the study majority of the respondents were found to be satisfied with the salary, remuneration and other amenities provided by the organisation. Therefore, employees are happy. This happiness is reflected in the work efficiency. As a result the institution also benefitted. Therefore it is inferred that there is a positive relationship between quality of work life with work efficiency and it is going to benefit both employee and the organisation. Organisations must concentrate on improving the working environment, imparting skills and efficiency among employees. Quite a number of respondents also opined that the stress level in the organisation is also very high and employees must be given proper training to handle that stress, otherwise, which could get reflected on their performance. Moreover, the target customer group of the chosen organisation, is of course elite and premier customers group. Therefore, handling them requires great patience. If a customer is happy, he or she will sure to get many more customers and on the other hand, any dissatisfied customer is sure to take away many customers⁸. Therefore, employees satisfaction and important through which customer satisfaction could be achieved.

VIII. SUGGESTION AND CONCLUSION

- Training the employees to manage stress and helping them to achieve balance between the work and the personal lives, so that it helps to retain the employees as they feel they are a part of the organization and will more effectively and efficiently to achieve the desired goals of the organization.
- Giving the power, authority and freedom will make employees more responsible and makes them feel worthy of doing things on their own, which leads to greater job satisfaction and sense of control. This will result in loyalty and better commitment of the employees.
- Better reward and incentive scheme will boost up the morale of the employees, who are the pillars in any service oriented industry.
- The communication strategy should be bottom top approach rather than top bottom approach.
- Proper health care and medical facilities must be extended to the employees. Group insurance will definitely add values in this direction.
- Since considerably employees were not happy and satisfied with their present work profile, organisation

must make an attempt to understand the reasons for their unhappiness and try to fix it.

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