

Improving quality of work life

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The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life'(QWL) to satisfy both the organizational objectives and employee needs. The term (QWL) refers to the favourableness or unfavourableness of a total job environment for people. QWL programs are another way in which *organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation.* The elements in a typical QWL program include - open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasise development of employee skills, the reduction of

occupational stress and the development of more co-operative labour-management relations.

The recent definition by Serey (2006) on QWL is quite conclusive and best meet the contemporary work environment. The definition is related to meaningful and satisfying work which emphasizes 4 C's i.e. Concern, consciousness capacity and commitment. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favourable to QWL. This review on the definitions of QWL indicates that QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life as is conceptualized by European Foundation for the Improvement of Living Conditions (2002).

Issues :

» Good environment and infrastructure for improving the quality of work

life in an organization . » Good leadership - Diagnosing,

Adopting and Communicating

» open communications,

» equitable reward systems,

» a concern for employee's job security

» satisfying careers

» participation in decision making.

To summarise, QWL is viewed as a wide-ranging concept, which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities. Most of the definitions aim at achieving the effective work environment that meets with the organizational and personal needs and values that promote health, well being, job security,

job satisfaction, competency development and balance between work and non-work life. The definitions also emphasize the good feeling perceived from the interaction between the individuals and the work environment.