

Implication of Quality work life: Thrust on employee Retention

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Abstract: The present era is an era of knowledge workers .Some knowledge workers work for more than 60 hours a week. As a result of this, their personal hobbies and interests clash with their work. Life is a bundle that contains all the strands together and hence the need to balance work life with other related issues.

Days are gone when the priority of employees used to be for physical and material needs. With the increasing shift of the economy towards knowledge economy, the meaning and quality of work life has undergone a drastic change.

This study focuses on the key elements of QWL like job security, job performance, employee satisfaction etc. The study is an attempt to give the factors affecting QWL and analyses QWL in manufacturing industries in Nagpur.

Keywords: Quality of work life, job performance, employee satisfaction, job security, career growth.

Introduction: The QWL as a strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as 'industrial democracy' and 'participative work'.

The traditional management gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

"QWL is a way of thinking about people, work and organisations, its distinctive elements are a concern about the impact of work on people as well as on organisational effectiveness, and the idea of participation in organisational problem-solving and decision making." Nadler and Lawler

QWL is a process of work organisations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved quality of life at work for employees

The purpose of QWL is to change the climate at work so that the human-technological-organisational interface leads to a better quality of work life.

QWL is based on a general approach and an organisation approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society.

Objectives:

1. To analyze the relation between QWL and employee retention.
2. To study the impact of QWL on employee job satisfaction, motivation & career growth.

Hypothesis: There is a positive relationship between Quality work life and employee retention.

Research Methodology:

Study is carried out by taking into consideration the opinions of employees and management from four manufacturing industries in Nagpur. Interviews were taken of the senior authorities in the management of the industries with day-to-day responsibility for employee relations or personnel matters. For questionnaire survey, sample of 50 employees were selected out of a pool of 100. Samples are representatives of different departments. As a result of adoption of QWL strategies, the industries expected a certain rate or percentage of employee retention.

T -test has been used to analyze the collected data to check whether expected retention is achieved or not.

Analysis and interpretation:

Ho: $E(\bar{y}) = 0$

S.No.	Industries	Retention of employees expected (μ)	Actual Retention(x)	Difference (y_i)
1	A	0.9	0.8	0.1
2	B	0.8	0.7	0.1
3	C	0.7	0.7	0
4	D	0.8	0.6	0.2
				(Mean) $\bar{y} = 0.1$

$$\begin{aligned} \text{Variance } \sigma^2 &= \frac{\sum(y_i - \bar{y})^2}{n-1} \\ &= \frac{(0.1-0.1)^2 + (0.1-0.1)^2 + (0-0.1)^2 + (0.2-0.1)^2}{4-1} \\ &= 0.02/3 \\ &= 0.006 \end{aligned}$$

Std. deviation $\sigma = 0.0816$

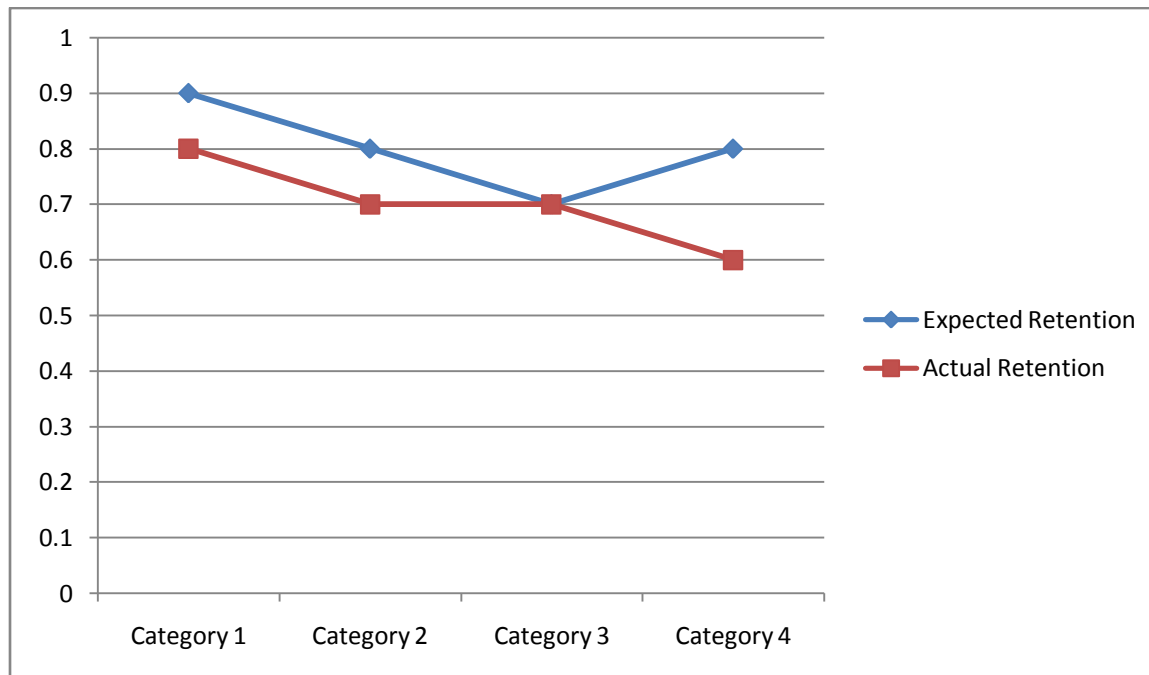
$$\begin{aligned} |t_o| &= \left| \frac{\bar{y}}{\sigma/\sqrt{n}} \right| \\ &= \left| \frac{0.1}{0.0816/\sqrt{4}} \right| \\ &= 2.450 \end{aligned}$$

Critical value $t_{\alpha/2, n-1} = t_{0.025, 3} = 3.182$

Since $|t_o| < t_{0.025, 3}$

H_0 is accepted.

As Calculated value is less than critical value, the hypothesis is accepted, means the difference between expected and actual retention is acceptable and retention in all manufacturing industries are equally proportionate and QWL is equally effective for retention of employees.



Key determinants of Quality work Life are

- Hours of work and arrangement of working time.
- Work organisation and job content.
- Impact of new technologies on working conditions.
- Working conditions of women, young workers, older workers and other special categories.
- Work related welfare services and facilities.
- Shop floor participation in the improvement of working conditions.

Some other constituents of QWL can be open communication, equitable reward systems, a concern for job security, participation in job design, skill development, reduction in occupational stress, work restructuring, innovative reward systems etc.

Some of the findings with respect to objectives of the study are:

1. Adequate and Fair Compensation:

It should be clearly understood that for QWL, cash payment is not the only answer. However, hefty salaries are being paid to the knowledge workers so as to meet their basic and higher level needs for improving their QWL.

2. Safe and Healthy Working Conditions:

Employers are increasingly trying to provide better working conditions to their workers as compared to their competitors. Flexi-hours of work, zero risk physical conditions of work and safety against noise, pollution, fume, gases etc. go a long way in effecting the quality of work life.

3. Opportunity to use and Develop Human Capacities:

The QWL will be better if the jobs allow sufficient autonomy and control to its employees. The workers must be given an opportunity to use their skills, abilities and initiative in planning and implementing the work. The senior persons can keep a watch and a constant control and also provide immediate feedback to the workers. Corrective measures can be taken immediately in the light of this feedback.

4. Opportunity to Growth and Security:

When employees are offered opportunities to grow in an organisation by providing promotion ladder, it helps in improving the QWL. There is an inner desire in every employee for career progression. If the job is dead-end, it must be made clear to the employee at the outset.

5. Social Integration in the Work Organisation:

An employee develops a sense of belongingness to the organisation where he works. Discrimination among the employees on the basis of age, gender, cast, creed, religion etc. can act as a hindrance in the way of social integration. Workers develop self-respect as a result of social integration and it improves the quality of work life.

6. Constitution in the Work Organisation:

Every employee should be entitled to some privileges such as personal privacy, right to expression, right to equitable treatment etc. These should be governed by certain rules and regulations. In short, there should be the 'Rule of Law' as per the constitution of the enterprise.

7. Work and Total Life Span:

Certain employees are required to work for late hours or are frequently transferred or have to do a lot of travelling as a part of their duty. This definitely affects their QWL as they remain away from their families for a long period of time.

8. Social Relevance of Work Life:

Industries which are engaged in discharging their social responsibilities contribute to QWL. If a concern does not care for social obligations, the employees of such organisation cannot expect a better QWL. Low quality products, no control on pollution, bad employment practices are indicators of low QWL.

Conclusion: The study concluded that QWL is concerned with taking care of the higher-order needs of employees in addition to their basic needs. The overall climate of work place is adjusted in such a way that it produces more humanized jobs.

QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted co-operation and support to the management to improve productivity and work environment.

The salary structure of employees should be just, fair and equitable. It should ensure reasonable wages to employees so that they can keep a desirable standard of life.

Some of the important scopes of the quality of work life are , adequate and fair compensation ,safe and healthy working conditions , opportunity to use and develop human capacities , opportunity to

growth and security , social integration in the work organisation , constitution in the work organisation and social relevance of work life.

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