



A STUDY OF QUALITY OF WORK LIFE AND ITS IMPACT ON PERFORMANCE APPRAISAL

Shweta Pandey¹ | Dr. M. S Khan²

¹ Research Scholar, School for Management Studies, Babasaheb Bhimrao Ambedkar University, (A Central University), Lucknow.

² School for Management Studies, Babasaheb Bhimrao Ambedkar University, (A Central University), Lucknow.

ABSTRACT

Quality of work life is being used these days by organizations as a strategic tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees' quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. One of the most important determinants of Quality of Work Life (QWL) is the career growth opportunities as supported by various researches done in past. Studies also predict that employee performance is also correlated with QWL. The present paper is to know the measure taken by the organization to improve the quality of work life of the employee in the organization, to know whether QWL leads to performance appraisal or in the improved productivity of the organization and to study whether quality of work life motivates the employees to learn further career opportunity for present and future roles.

KEYWORDS: Career growth, Performance, Quality of Work Life (QWL), Work Life balance.

Introduction

The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization. Quality of work life is considered to be the most critical aspect. It is found that there are few facilities which are unsatisfactory, and few facilities are to be provided by the organization in order to maintain, retain the employees as well the high productivity of the organization. Hence the management has to look upon the facilities that are not available and is the points where employees are dissatisfied with unavailability of the facility. Because of the facilities that are unavailable will lead for low productivity, stress, unsatisfaction, etc. At the same time it is observed that when the employees are provided with internal, personal, physical, spiritual working environments, will lead for higher productivity of the organization. This study is attempted to understand the impact of QWL on organizational productivity. The term QWL gained importance in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a person's work experience. Up until the mid 1970s, employer's concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other aspects that affect employees' job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings and Worley, 2005). However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in past was to include, financial figures in defining "a good company". Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations. Bagnara, Mariani and Parlangeli (2001) found in their survey that people working in high technology enabled and uncertain working environment are more vulnerable to stress than others. Martinsons and Cheung (2001) concluded from their research that frequent changes in work environment directly or indirectly influence the performance and productivity of IT professionals. Indeed the changes in working conditions result in stressful conditions and the employees are still expected to perform under stress. Now the organization needs to have effective coping strategies in place; to handle the after effects of performance under stress.

QWL and Organizational Productivity

The term productivity must not be confused with production. Productivity is a ratio while production relates to a volume. Increased production does not necessarily mean increase in productivity. Input of resources goes up in direct proportion to the increase in output; the productivity will remain the same. Peoples are the important assets of any organization because only through people all other resources are converted into utilities. Productivity consciousness has acquired worldwide momentum. Higher productivity is very important for any firm for the survival of any nation, and its stands for proper utilization of available resources to check the best results with minimum costs. The only path to national prosperity is to improve the productivity in the industrial sphere. Not only the firm's sur-

vival, the productivity denotes the efficiency of the various input's which are converted in to different goods and services. It's a multifaceted concept it also signifies the ratio between inputs and output. All organizations regard work life benefits as an investment designed, among other things, to attract, and retain talent. Such benefits recognizes the growing demands on the lives of people, particularly at times when jobs are The impact of HRM practices and policies on firm performance is an important aspect in the fields of HRM, industrial and organizational psychology. All the organizations do expect higher productivity with less resources and investment. The survey made by the Association of executive search consultant (AESC) have revealed a sea change in the attitude of corporate high flyers, with a growing number rejecting organization hours and scramble the corporate leader in favor of better QWL. Mostly in such (AESC) survey it is found that they have not achieved a satisfactory work-life balance and a similar proportion felt that their work life balance had changed for the worse over the past five years. It should be recognized that the long term productivity improvement can be achieved by the human factor through positive and innovative attitudes. There's an argument that high performance work practice, including comprehensive employee recruitment and selection procedures, incentive compensation and performance management systems and extensive employee involvement and training, firms current potential employees, increase their motivation, and enhance retention of quality employees while encouraging non-performance to leave the firm. Among human resource professionals there is a growing consensus that organizational human resource policies can, if properly configured provide a direct and economically significant contribution to firms' performance. Both intermediate employment out comes and firm-level measures of finance performance are dependent variables. Today work organization is continually changing to meet new demands, including the use of new technologies and work place innovation. Among its main finding, technology and working conditions status. Jobs can be divided into four categories depending upon different work organization contexts viz. Active, Passive, High and Low strain jobs. Work autonomy and work intensity are important factors within these contexts. The cause of stress can be the intensification of work. In the manufacturing sector industry it is commonly stated that quality drives productivity is a source of greater revenue work organizations is continually changing to meet new demands, including the use of new technologies and work place innovations

Objective of the Study

- To know the measure taken by the organization to improve the quality of work life of the employee in the organization.
- To know whether QWL leads to performance appraisal or in the improvement of productivity of the organization.
- To study whether quality of work life motivates the employees to learn further career opportunity for present and future roles.

Literature Review

People generally have a perception of QWL as a systematic approach including autonomous work groups, job enrichment and active-involvement with a focus on improving the satisfaction and productivity of employees. It requires employee commitment to the organization and an environment in which this com-

mitment can flourish. Thus, QWL is a holistic approach that includes an individual's job related well-being and the extent to which he is satisfied with the rewards, fulfillment at job and enjoys the absence of stress and other negative personal consequences. Baba and Jamal (1991) suggested a list of the determinants of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also suggested that monotony in job due to routine work activities can affect quality of working life negatively. Ellis and Pompli (2002) in their study on nurses identified a numerous factors resulting in job dissatisfaction and quality of working life, including: Poor working environments, Resident aggression, Workload, Unable to deliver quality of care expected, Balance of work and family, Shift work, no involvement in decision making, Professional isolation, non recognition of work, unhealthy relationships with supervisor/peers, Role conflict, absence opportunity to learn new skills. Sirgy et al.; (2001) listed various factors affecting quality of working life as: Need satisfaction based on job requirements, Work environment, Supervisory behavior, Ancillary programmes, Organizational commitment. They observed quality of working life as fulfillment of these key needs through resources, activities, and outcomes resulting from participation in the workplace. This model is based at Maslow's needs theory, covering Health & safety, Economic and family, Social, Esteem, Actualization, Knowledge and Aesthetics. Bearfield, (2003) adopted an all together different approach while examining quality of working life with the help of 16 questions, and the findings were surprising when he observed that causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, vary for different groups and suggested that different concerns might have to be addressed based on different parameters. Worrall and Cooper (2006) found in their recent survey that a low level of well-being at work may cost dear to an organization resulting in a loss of about 5-10% of Gross National Product per annum. Quality of Working Life is a holistic concept, which not only considers work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also includes factors that predict life satisfaction and general feelings of well-being (Danna & Griffin, 1999). However recent researchers have also observed that, work-related stress and balancing work and non-work life domains (Loscocco & Roschelle, 1991) affect QWL significantly and should conceptually be considered as determinant of Quality of Working Life. (Judge & Bretz, 1994) which significantly predicts the feeling of accomplishment in their work life. Findings are also favorable to the assumption that there exists a relationship between the number of hours worked per week and salary and ascendancy (Cox & Cooper, 1989; Judge & Bretz, 1994).

Research Methodology

The present paper is the outcome of the research based on secondary sources. For collecting information a number of books, magazines, journals and internet sites are used. The study is purely descriptive in nature and qualitative in character. The method use for carrying out this research is deductive in nature.

Results and Discussions

- Good pay dominates most of the factors in employee satisfaction and maintain stability. Alternative means of providing wages should be developed to increase the cost of living index, profession tax etc.,
- It's a condition of strain on employee emotions. Stress is caused due to irritability, hyper excitation or depression, unstable behavior, fatigue, stirring heavy smoking and drug abuse has to be identified.
- Its helps to aim at educating about health Programmes, means of maintaining and improving of health.
- Includes flexi times, work at home, staggered hours, reduce work hours, part time employment.
- The trade unions and workers believe that workers participation in management and control of work leads to decision - making improves QWL.
- Recognition: Rewarding system, congratulating the employees for their achievement, job enrichment, offering membership in clubs or association, vehicles, etc recognizes the employees.
- A congenial worker-supervisor relation gives the worker a sense of social association, belongingness, achievement of work results etc.
- Employees will have a fair treatment when the company gives them the opportunity to ventilate their grievances and present their case sincerely rather than settling the problem arbitrarily.
- Resources should match with states objectives; otherwise employees will not be able to attain the objectives.
- Seniority is considered as basis for promotion. Merit is considered as the basis for advancement for managerial people.
- Employment on permanent basis gives security and leads to higher order QWL.

Findings

- There is a much about the quality every aspect viz. quality product, quality of material and inputs there in, quality of packing, quality of product development and quality of service. The quality of work life and quality of life, which is pivotal aspects in everyone's work life. This also bring employee satisfaction and performance appraisal.
- You can obtain man's physical presence at a given place, and a measured number of skilled muscular motions per hour or day. But the enthusiasm, initiative, joy, loyalty, you can't obtain by devotion of hearts, mind and souls.
- Apart from this if the employee is provided with other extrinsic and intrinsic benefits then this will lead for high productivity and results in performance appraisal.
- To introduce the hard practices in to the organization it is the important to have encouraging atmosphere.
- QWL is one of the most important factors, which leads to such favorable atmosphere. It produces more humanized jobs. It attempts to serve the higher order needs of employees are human resources that are to be developed rather than simply used.
- QWL leads to an atmosphere that encourages than to improve their skill. It also leads to have good interpersonal relations and highly motivated employees who strive for their development.
- QWL will ensure enthusiasm work environment with opportunities for everyone to give is best. Such job will provide job satisfaction and pride to the company

Limitations

- Performance appraisal is very time taking for the research work because it has a broad area so it requires much more time for the research work.
- Performance appraisal data is not given accurate on website.
- Inadequate information
- Unwillingness on part of respondents due to their personal interest.
- The size of country (geographical areas) cannot be covered within such a short span of time

Conclusion

The world economies have recently recovered from recession blues and the continued restructuring, downsizing and reorganization in the post recession scenario have created havoc for HR managers as they have to struggle with preserving staff morale and job satisfaction. In this scenario, high quality of work life is essential for organizations to continue to attract and retain employees. This is the reason QWL concept has gained momentum recently and researches are going on worldwide to find out inputs for framing effective QWL strategies. Moreover the above study discussed supports the relationship between QWL, employee performance and career growth aspects which leads to performance appraisal. Still many facets of QWL need to be unexplored through further studies.

REFERENCES

1. Arthur, M.B., Hall, D.T., & Lawrence, B.S. (Eds.). (1989). *Handbook of Career Theory*. Cambridge: Cambridge University Press.
2. Baba, VV and Jamal, M (1991) Routinisation of job context and job content as related to employee's quality of working life: a study of psychiatric nurses. *Journal of organizational behavior*, 12, 379-386.
3. Bearfield, S (2003) *Quality of Working Life*. Acirt Working paper 86. University of Sydney. www.acirt.com
4. Berry, L. M. (1998). *Psychology at work: An introduction to industrial and organizational psychology*. San Francisco: McGraw-Hill.
5. Cannings, K. & Montmarquette, C. (1991). Managerial momentum: a simultaneous model of the career progress of male and female managers. *Industrial and Labor Relations Review*, 44, 212-228.
6. Cox, C.J. & Cooper, C.L. (1989). The making of the British CEO: Childhood, work experience, personality, and management style. *Academy of Management Executive*, 3, 241-245
7. Cunningham, J.B. and T. Eberle. (1990). A guide to job enrichment and redesign. *Personnel*, 67: 56-61.
8. Danna, K. & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25, 357-384.
9. Edwards, J., Van Laar, D.L. & Easton, S. (2009). The Work-Related Quality of Life (WRQoL) scale for Higher Education Employees. *Quality in Higher Education*. 15: 3, 207-219.
10. Ellis N & Pompli A. (2002) *Quality of working life for nurses*. Commonwealth Dept of Health and Ageing. Canberra.
11. Feuer, D., (1989). Quality of work life: a cure for all ills? *Training: The Magazine of Human Resources Development*, 26: 65-66.

12. Greenhaus, J.H., Parasuraman, S. & Wormley, W.M. (1990). Effects of race on organizational experience, job performance evaluations, and career outcomes. *Academy of Management Journal*, 16, 129-137.
13. Judge, T.A., Cable, D., Boudreau, J. & Bretz, R. (1995). An empirical investigation of the predictors of executive career success. *Personnel Psychology*, 48, 485-519.
14. Lawler E and Porter L. (1966). Managers pay and their satisfaction with their pay. *Personnel Psychology*. XIX 363-73
15. Lawler, E. E. (1982). Strategies for improving the quality of work life. *American Psychologist*, 37, 2005, 486-493.
16. Lewis, S. and C.L. Cooper. (1999). The work-family research agenda in changing contexts. *J. Occupat. Health Psychol.*, 4: 382-393.
17. Loscocco, K. A. & Roschelle, A. N. (1991). Influences on the Quality of Work and Non work Life: Two Decades in Review. *Journal of Vocational Behavior*, 39, 182-225.
18. Mirvis, P.H. and Lawler, E.E. (1984) Accounting for the Quality of Work Life. *Journal of Occupational Behavior*. 5. 197-212.
19. Morrison, R.F. & Holzbach, R.L. (1980). The career manager role. In C.B. Derr (Ed.), *Work, Family, and the Career*. New York: Praeger
20. Netemeyer, R.G., Boles, J.S., & McMurrian R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400-410.
21. Offerman, L.R. and M.K. Gowing. (1990). Organizations of the future: Changes and challenges. *Am. Psychologist*, 45: 95-108.
22. Rapoport, R. and R.N. Rapoport. (1980). Balancing work, family and leisure: a triple helix model. In C.B. Derr (Ed.), *Work, family and the career*. New York: Praeger.
23. Shaffer, G.S., (1987). Patterns of work and non-work satisfaction. *J. Appl. Psychol.*, 72: 115-124.
24. Shamir, B. and I. Salomon. (1985). Work-at-home and the quality of working life. *Acad. Manag.*, 10: 455-64.
25. Sirgy, M. J., Efraty, D., Siegel, P & Lee, D. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55, 241-302.
26. Straw, R.J. and C.C. Heckscher (1984). QWL: New working relationships in the communication industry. *Labor Studies J.*, 9: 261-74.
27. Warr, P, Cook, J and Wall, T (1979) Scales for the measurement of some work attitudes and aspects of psychological well being. *Journal of Occupational Psychology*. 52, 129-148.
28. Worrall, L. & Cooper, C. L. (2006). *The Quality of Working Life: Managers' health and well-being*. Executive Report, Chartered Management Institute.