

A STUDY OF QUALITY OF WORK LIFE IN MNC

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Abstract

The main purpose of this paper is to investigate and determine the quality of work life in MNC. To reach the quality of work life mostly depends upon making regular attempts from an organization, which provides their employees with more opportunities so that they can be more effective in their organization or MNC. Work is an important part of everyday life, as it is our livelihood or career or business. On an average we spent twelve to eighteen hours daily life and it is the one third of our entire life. Research on quality of work life is considered to be more important at the individual and organization level. Quality of work life is considered for both the employees and organization and it is involved with job satisfaction, productivity, job involvement and job enrichment. The success of any organization is highly dependent 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. This study is made attempt to analyses the "Quality of work life among employees". In order to improve quality of work life, various coping techniques have been suggested to upgrade the employee's attitude towards their job and their working environment in the organization or MNC.

Keywords:- Quality of Work Life (QWL), Perception, Job Satisfaction.

INTRODUCTION

Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life 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 lives.

LITERATURE REVIEW

In today's competitive business environment, employees of organizations can be viewed as representing a unique organizational resource, which can be used for gaining competitive advantage under a work environment that is

conducive for human work. An organizational environment conducive for human work requires the creation of work conditions that can enhance the quality of an employee's work life in the organization towards increased performance and productivity. In other words, the organizational environment must have the capacity to satisfy meaningfully an employee's organizational and personal needs, and also the ability to shape organizational values that better support and promote employees' health and well-being, job security, job satisfaction, competency development and balance between work and non-work life.

Predictors of Employee Motivational Strategies Employee Induction Training

The research indicated that induction training is shown to positively impact on employee's productivity, which results in higher levels of employee motivation (Choo & Bowley, 2007). Induction training provides opportunities for the employees to broaden their knowledge and skills to engage in more efficient teamwork and achieve individual growth and development. Numerous studies observe that workers who receive training report higher levels of job satisfaction than those who do not, and the development of competencies through various training programmes has a positive impact on employee motivation (Marie, 1995).

Discussion

The results from the present study suggest four underlying dimensions of QWL: supportive management and favourable work environment, personal growth and autonomy, the nature of the job, and stimulating opportunities and co-workers. These dimensions encompass the concepts identified by Kirkman (1981), Helzel et al. (1973), Portugal (1974), Levine (1983), as well as many of the features of work listed by Walton (1974) and Davis (1983). The present four-factor model provides useful benchmark measures of QWL in India and represents a more parsimonious approach in contrast with the sixteen QWL dimensions reported in the original General Motors QWL study (Miller 1978).

Employees viewed a high QWL as one in which there were no negative impacts on personal life and such a high QWL would also exhibit an absence of inappropriate work demands. One might view a low QWL as one in which there are predominantly negative features in the working environment.

Factor 1 also includes an expectation for a high level of predictability in the work environment and this is in contradiction to the finding of Hofstede (1980) for low uncertainty avoidance countries. Since India scored lowest on uncertainty avoidance in the Hofstede (1980) study, one would have predicted less emphasis on predictability than was found in this sample.

Factor 2 may be described as personal growth and autonomy in that employees prefer a positive impact on personal life and an opportunity to develop close personal ties while they attempt to achieve their career goals. Achieving some level of personal growth may be quite related to the quality of communication in the organization. King (1992) proposed that organizations could improve the quality of working life through improving the nature and quality of communication of the mission and vision through the use of team briefings as a first step in the process of employee participation. This attitude seems to be expressed in the importance attached to such issues in the present sample.

Factor 3 focuses more on the rewarding nature of the job itself. Employees prefer meaningful jobs that provide adequate challenge without compromising their values. Such high QWL jobs must have good benefits, pay well, provide assistance for planning one's career, and exist in a work context that is perceived to be fair.

Factor 4 emphasizes the importance of the existence of stimulating opportunities and co-workers. The findings show that the employees thought it was very important to have an opportunity to use their abilities and apply their knowledge to learn new things and to work with co-workers who were not disinterested in their job but were rather both interested and committed to the organization.

Job Satisfaction

Job satisfaction is an emotional response to a job situation. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment. Lack of job satisfaction is a predictor of quitting a job.

Quality of Work Life Constructs

There are many “quality of work life” constructs in literature. Hackman and Oldhams (1980) consider “quality of work life” as a work environment that is able to fulfill employees’ personal needs by providing a positive interaction effect between their physical and mental well-beings. Therefore, “quality of work life” can be considered as a complex organizational issue, since it concerns the challenge of creating positive interaction between the physical and mental well beings of employees towards increased productivity (Lawler, 1982). In this regard, “quality of work life” represents the level of freedom that employees have in ensuring that their job functions match their personal needs and interests. The “quality of work life” is a program designed to increase employees’ satisfaction with their work environment along with their productivity (Carrell & Heavrin, 2009). “Quality of work life” is a reflection of the way of thinking about people, work and organization involving a concern for employees’ wellbeing and organizational effectiveness.

Work Scheduling and the Sociology of Work Life

Work life balance involves the ability of an employee to have a meaningful daily work life in a state of self-achievement, satisfaction, and enjoyment derived from the positive association between the employees’ emotional-self and his/her work, friends, family. Work should be designed so that employees’ work schedules, career demands, and travel requirements do not take up leisure and family time on a regular basis (White & Bednar, 1991). A job design consists of a job’s content, the methods that are used on the job and the way in which the job relates to others in the organization. The job design typically is a function of the work to be done and the way in which management wants the job to be carried out . A good job design creates opportunities for workers to achieve high levels of job performance (Schermerhorn, 1996), and is therefore, a good approach for improving the quality of work life of employees. Alternative work schedules attempt to increase productivity or decrease cost. These schedules are a trend toward responsiveness to employee needs .

Regarding this component, the following variables

1. Job Satisfaction
2. Family-Responsive Culture

3. Employee Motivation
4. Organizational Support
5. Compensation

The 2nd factor was formed by the following variables:

1. Career Development & Growth
2. Flexible Work Arrangements
3. Emotional-Supervisory Support

The 3rd factor was formed by the following variables:

1. Communication
2. Organizational Commitment
3. Organizational Climate
4. Emotional-Supervisory Support

Conclusion

Quality of Work Life (QWL) is a comprehensive construct that includes an individual's job related well being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. All over the world people are craving for their human dignity and respect. Besides their aspirations and expectations are rising along with rapid changes in times and technologies. There is growing significance attached to human resources. Therefore, it is necessary to ensure quality work life for all-round peace and prosperity. Better quality of work life leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It enhances the brand image for the company as that, in turn, encourages entry of new talent into the organizations work environment means the milieus around a person. It is the social and professional environment in which employees' are supposed to interact with a number of people. Employees' are supposed to co-ordinate with each other in one way or the other. They may be working in a team or in dependent. It depends upon their position and status in their work place. It is not important that an office would always be called the work place. It can either be home environment where they use to work for all the time where they were supposed to interact with your family members by and by. Work environment does not only count the living world.

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1.QUALITY MANAGEMENT

2.QUALITY OF EMPLOYEE