



THE EFFECTIVENESS OF QUALITY OF WORK LIFE PROGRAMS IN ENHANCING EMPLOYEE MOTIVATION AND ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Quality of Work Life (QWL) refers to the level of satisfaction, motivation, involvement, and commitment employees experience in their workplace. It focuses on improving the working conditions, work environment, job security, compensation, and the overall well-being of employees within an organization. A high level of quality of work life helps employees maintain a balance between their professional and personal lives, which ultimately leads to increased productivity and job satisfaction.

Quality of Work Life includes several factors such as safe and healthy working conditions, fair compensation, opportunities for career growth, job security, participation in decision-making, and supportive management. Organizations that focus on improving QWL create a positive work culture that encourages employee engagement, teamwork, and organizational commitment.

Improving the quality of work life not only benefits employees but also contributes to the overall success of the organization. When employees feel valued and supported, they are more motivated to perform better and contribute effectively to organizational goals. Therefore, organizations must adopt policies and practices that enhance employee well-being and create a healthy and productive work environment.

I. INTRODUCTION

Quality of Work Life (QWL) refers to the degree to which employees are able to satisfy important personal needs through their experiences in the organization. It focuses on creating a healthy, supportive, and productive work environment that enhances employee satisfaction, motivation, and overall well-being.

The concept of QWL gained importance in the 1970s through the works of management thinkers like Richard E. Walton, who proposed key factors influencing work life quality, including adequate compensation, safe working conditions, opportunities for growth, social integration, constitutionalism, work-life balance, and social relevance of work.

Quality of Work Life is not only concerned with job satisfaction but also with the physical, psychological, and social aspects of the workplace. It ensures that employees feel valued, respected, and engaged in their roles. Organizations that focus on QWL practices—

such as flexible working hours, employee participation in decision-making, career development opportunities, and health and safety measures—tend to experience higher productivity, reduced absenteeism, and lower employee turnover.

In today's competitive business environment, QWL has become a strategic tool for attracting and retaining talented employees. It plays a crucial role in building positive organizational culture and achieving long-term organizational success.

Overall, Quality of Work Life emphasizes the balance between employee well-being and organizational performance, ensuring sustainable growth for both individuals and the organization.

DEFINITION:

QWL improvements are defined as any activity, which take place at every level of and organization, which seeks great organizational effectiveness through enhancement of human degree and



growth..... a process through which stake hold ness in the organization – management ,unions and employees learn how to work together better.... to determine for themselves what actions ,changes and improvements are desirable and workable in order to achieve the twin and simultaneously goal both the company and the unions.

NEED FOR THE STUDY

The success of any organization is highly dependent and how it attracts, recruits, motivates and retain its work force. Today organization needs to be more flexible so that they are equipped their work force and enjoy their commitment. Therefore organizations are required to adopt a strategy to improve the employees ‘quality of work life’. To satisfy both the organizational objectives and employees needs. One of the way to accomplishing QWL is through job design. In which it is having some options for improving the job design.

- Leave the job as is, but the employees more.
- Mechanized and automate the routine jobs.
- And the Area that organization development loves-re-design the job.

Where by adopting QWL there are two spectrums to follow job-enlargement and job-enrichment. Where job enlargement is more variety of tasks and duties to the job in which these tasks are performed by the employees. This can also be accomplished by job rotation and job-enrichment on the other hand adds additional motivators where it adds depth to the job more control, responsibility and discretion to how the job is performed.

SCOPE OF THE STUDY

The study with the prime objectives of ascertaining the employees towards the Quality of work life program, which are required to perform their jobs effectively. In Kesoram. The studies include managers and employees.

OBJECTIVES OF THE STUDY

These are the Objectives which I have been thought from the Company:

- To understand core values of **KESORAM** with respect to HR.
- To study about the Company History, Mission, Vision, and Objectives.
- To understand HR Department.
- To know what company contributing for the QWL.
- To evaluate the effectiveness and understand the perception of employees towards the QWL.
- To suggest measures for further improvement of QWL.
- To gauge the effectiveness of QWL with respective employee’s satisfaction.

II. RESEARCH METHODOLOGY

Research:

Research is common refers to a search for knowledge we can also define research as a scientific and systematic search for patent information on a specific topic

D. SLESINGER and M STEPHENSON define research as the “manipulation of things, concepts or symbols for the purpose of generalizing to extend ,correct or verify knowledge ,whether that the practice of an act”

Research methodology:

Research methodology is a way to systematically solve the research problem. The steps adopted by the research to solve the research problem.

Nature of study

The study was totally a fact –finding study. The main aim of this is to identity and evaluates the training and development program given to the employees working in KESORAM.

Study Area

The study has been conducted in **KESORAM**.

Sample Design

A sample design is definite plan determined before data was actually collected for obtaining a sample from given population. In this study random sampling is used. This sampling method involves purposive or deliberate selection of particular units of the



population for constituting a sample, which represents the population

Sample size :

The sample size taken for survey includes 100 employees. The sample takes into consideration / constitutes all the managers and programmers in organization.

IMPORTANCE /SIGNIFICANCE OF QUALITY OF WORK LIFE:

Quality of work life programs has become important in the work place for the following reason

- Increased woman in the work force
- Increased male involvement in dependent care (child and elder) Activities
- Increased responsibility for elder
- Increased demands at work
- Loss of long term employment guarantees
- The need for enhanced work place skills
- Increased competition for the best student and talent for education and research environment
- Greater competition for talent.

LIMITATIONS OF THE STUDY

- Study confined to a single organization/location.
- Limited time period for conducting the research.
- Possibility of biased or inaccurate responses.
- Dependence on primary data collected through questionnaires.
- Limited scope of variables considered in the study.
- Findings may not be generalized to all organizations.
- Changes in organizational policies may affect results.

III. REVIEW OF LITERATURE

Quality of Work Life

The concept of **Quality of Work Life (QWL)** has been widely studied by researchers and management scholars over the years. It focuses on improving employees' work environment,

satisfaction, and overall well-being while enhancing organizational performance.

One of the earliest and most influential contributors to QWL theory was Richard E. Walton (1973), who proposed eight major conceptual categories of QWL, including adequate and fair compensation, safe and healthy working conditions, opportunity for growth, constitutionalism, social integration, work-life balance, and social relevance of work. Walton emphasized that QWL is essential for improving both employee satisfaction and organizational effectiveness.

Hackman and Oldham (1975), through the Job Characteristics Model, highlighted the importance of skill variety, task identity, task significance, autonomy, and feedback in enhancing job satisfaction and motivation, which directly influence QWL.

According to Nadler and Lawler (1983), QWL involves employee participation in decision-making, job redesign, and improvement in work systems to create a more humanized workplace. They stressed that organizational effectiveness improves when employees are actively involved in shaping their work environment.

Research studies also indicate a strong relationship between QWL and employee outcomes such as job satisfaction, commitment, productivity, and reduced turnover. Modern studies emphasize work-life balance, stress management, employee engagement, and flexible work arrangements as important components of QWL in the contemporary business environment.

In recent years, globalization and technological advancements have further highlighted the need for organizations to focus on employee well-being, mental health, and supportive leadership practices. Scholars agree that QWL is not only a welfare measure but also a strategic approach to achieving sustainable organizational growth.

Overall, the literature suggests that effective implementation of QWL practices leads to improved employee morale, enhanced



performance, and long-term organizational success.

Conclusion: A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

Quality of Working Life

Quality of working life has been differentiated from the broader concept of quality of life. To some degree, this may be overly simplistic, as Elizur and Shye,(1990) concluded that quality of work performance is affected by quality of life as well as quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

Whilst quality of life has been more widely studied, quality of working life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life. Where quality of working life has been explored, writers differ in their views on its' core constituents.

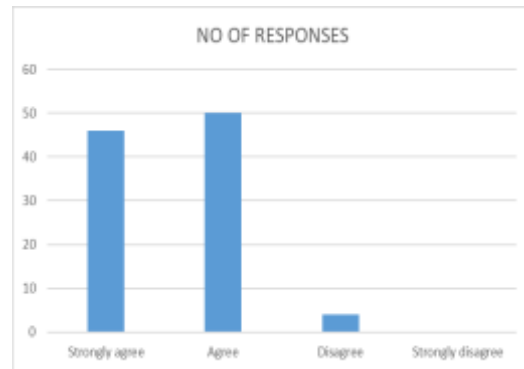
It is argued that the whole is greater than the sum of the parts as regards quality of working Life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace.

This consideration of quality of working Life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements.

IV. DATA ANALYSIS & INTERPRETATION

1. Your organization provides opportunity for growth and security.

OPTIONS	NO OF RESPONSES
Strongly agree	46
Agree	50
Disagree	04
Strongly disagree	0

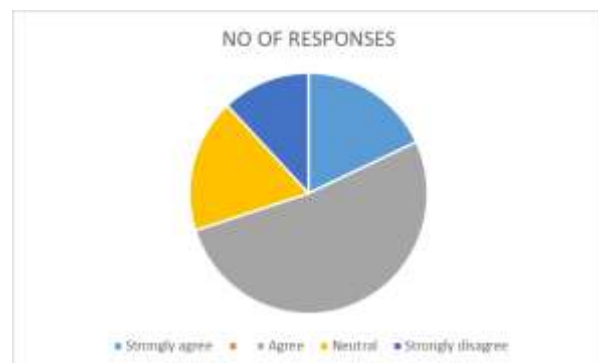


Interpretation:

The survey revealed that most of the employees strongly agree that the KESORAM provides opportunity for growth and security and some are disagree about this.

2. Pay and compensation package is adequate and fair in comparison to performance.

OPTIONS	NO OF RESPONSES
Strongly agree	18
Agree	52
Neutral	18
Strongly disagree	12



Interpretation :

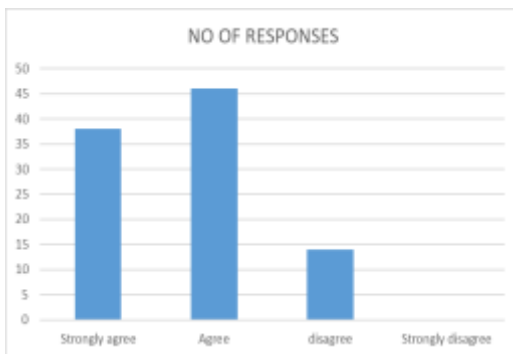
The survey revealed that most of the employees agree for the reason of their pay



and compensation package is adequate and fair in comparison to performance and some are disagree.

3. Medical facilities provided by the organization suites your health needs?

OPTIONS	NO OF RESPONSES
Strongly agree	38
Agree	46
disagree	14
Strongly disagree	0

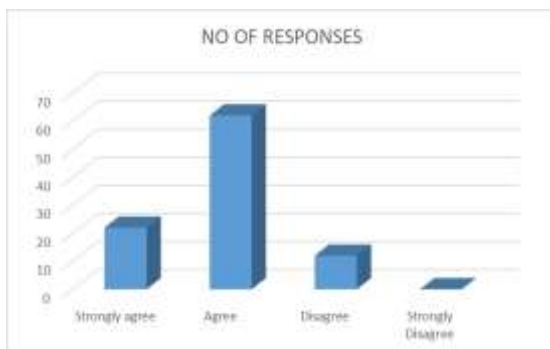


Interpretation :

The survey revealed that most of the employees agree and strongly agree for the reason of the medical facilities provided by the organization which suits their health needs, and few are disagree.

4. Your job allows you to use your skills and abilities.

OPTIONS	NO OF RESPONSES
Strongly agree	22
Agree	62
Disagree	12
Strongly Disagree	0

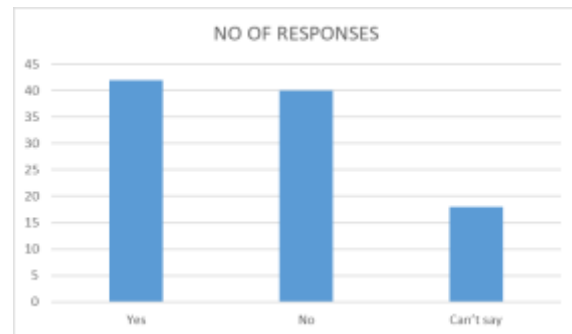


Interpretation :

The survey revealed that most of the employees agree and strongly agree for using their skills and abilities in their job.

5. Promotion policy of your organization ensures planned carrier growth.

OPTIONS	NO OF RESPONSES
Yes	42
No	40
Can't say	18



Interpretation:

The survey revealed that most of the employees are satisfied the promotion policy by the organization which ensures planed career growth. But most of the employees are un-satisfied by this policy.

V. FINDINGS,SUGGESTIONS, CONCLUSIONS

FINDINGS

The topic selected is quality of work life. The significance of selecting the topic relates to its importance in the study to make the employees more efficient, so that organizational goal can be achieved through personal development the study deals with the particular view point on the quality of work life and analysis of their view point on the training program. Many of the respondents agree and has adequate facilities fully equipped with required teaching aids and congenial climate.

Most of the employees attended the Quality of work life program to gain knowledge on their self interest but some of the respondents gave their suggestions so that the program can be more effective

SUGGESTIONS

1. Work should be distributed among employees uniformly.



2. Job rotation.
3. Objective appraisal
4. Transparent in communication both ways (Top level to Low Level vice versa)
5. more motivational classes on the attitudinal of the employee towards a job
man power system needs to be more effective
6. more social get together should be planed by official to meet the family member of the employees
7. suggestion schemes should improve in the organization so that employees will be effective towards work

CONCLUSIONS

- After conducting an intense study on quality of work life in KESORAM Ltd, the following conclusions are derived.
- Organization should focus on the benefit that are aimed to words self improvement of the employees.
- Organization need to maintain the appropriate balance of work.
- Opportunity for career growth should improve.
- Benefits provided by the organization are very good to satisfy the employee personal needs.
- Teamwork in the organization is very good.
- Organization should focus on the training sessions in order to motivate the employees.
- Organization need to provide scope for the employee development.
- There is no discrimination at work place.
- The relationship with superior at workplace is good.
- On the whole the quality of work life good.

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