

Pristine Human Resource Practices through Striking Quality of Work Life in Provincial Indian Industries

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Abstract

It has been observed that the industrial democracy is prevailing through trade union knowledge workers and industrial reforms at large. Those days are gone, when people were only concerned about economic and financial aspects from their employers. People in the 21st Century are deeply influenced by the value of '*Work-for-Life*'. Surprisingly, there is a huge shortage in the demand and supply of required skilled workforce in Indian industries that too in the era of globalization and knowledge-based economy. Actually, a large pool of unemployed Indian workforce is not of any use as per the requirement and necessity of our industries. This is why talent management is quite essential for the Indian enterprises to maintain an edge over the comprehensive Indian labour market. Hence, the value of 'Employer Brand' in the Indian talent hunt is crucial. People are quite concerned about who can provide a better '*Quality of Work Life*' (QWL). The objective behind conducting such a study is to identify the determinants of QWL and to address the most debatable area, i.e., convergence versus divergence of QWL in the comprehensive and critical Indian labour market and industrial setup. QWL is the need of the hour and based upon the value of altruistic and trusteeship. Looking into the pros and cons of Indian establishment; our focus is on enumerating pragmatic solutions for identified challenges, especially as per the ability to implement by our provincial industries.

Keywords: *Quality of Work Life, Work-for-Life, Industrial Democracy, Employer Brand.*

Introduction

A speculative outlook on work setup has constantly been ruined up in an argue lying on convergence versus divergence of labour force at industrial setup. Contemporary organizational doctrine has been moved from radical approach and leaning towards socio-ethical approach and philanthropic ideology. The 21st Century is known as a knowledge society. The intellectual quests have taken primacy over the physical labour. Changing dynamics of the knowledge workers are shifting the aged Human Resource (HR) trends and climates. Multi-national Companies (MNCs) and renowned companies have already changed their HR policies as per the demand of time well in advance. However, more than 60 hours work week; especially in small and medium scale industries is creating instability among workforce. As a result of this, workers' Non-Work Life (NWL) clash with their Work Life (WL) and is threatening seriously to Work Life Balance (WLB) and related issues in organisational climate and commitment. This is where Quality of Work Life (QWL) matters a lot in enhancing job involvement and Organisational Commitment (OC) among workers by creating an efficient human resource development (HRD) climate.

1.1. Statement of Problem:

Problem remains with the workers that they have been inequitably and unfairly treated at their workplace. Organisations are losing also employees' continuity; even, they are spending a lot to retain their manpower. It is not only a problem in terms of financial or productivity losses but also a problem of losing brand image in the society that is called the employer brand in a labour market; which is essential to dominate over the competitive labour market and successful talent management. Companies are striving to ensure harmony in organisational and workers' interest.

1.2. Significance of the Study:

Changing dimensions of Human Resource Management (HRM) is a tough task for HR managers. Especially, Small and Medium Scale Enterprises (SMEs) are failing to cope with the new trends. Without establishing a new work culture and organisational climate, it is not quite viable to survive in the market in the long term. Redesigning QWL according to the present demand will strengthen the favourableness of a work environment or HRD climate. Better QWL will not only owe OC of workers but also lead to workers' job involvement (JI). QWL deals with employees' motivation, organisational commitment, work culture and climate and related issues; that's why so important in this turbulent busi-

ness era and Strategic Human Resource Management (SHRM). Overwhelming industrial growth in Sambalpur district of Odisha is expected to reduce local unemployment. But the expectation is still far away from the reality. We are concerned about the job attractiveness. Failure of creating a healthy and sound work culture; and organisational climate to retain valued human capital.

1.3. Objectives of the Study:

Purpose of the study is to extrapolate different facets of QWL that establishes stability in HR.

- To study QWL in terms of benefit to HRD climate and work culture
- To examine relationship between QWL and job involvement
- To enumerate feasible solutions for the challenges identified in our study

II. STYLIZED FACT:

“QWL is a multi-dimensional construct that refers to overall satisfaction with WL along with a cumulative sense of belonging to a working group, becoming oneself and being worthy and respectable” (Morin and Morin, 2004).

II.1. Meaning and Definition of QWL:

QWL is defined as ***“those perceived important personal needs, which an individual tries to satisfy by working in an organisation”*** (Chris Argyris, 1975)¹. It has been also defined as ***“the quality of relationship between employees and the total working environment”*** (India, 2013). Even Aswathappa (2008) said that, ***“QWL is ensured when members of an organisation are able to satisfy their important personal needs through their experiences in the organisation”***.

To enhance economic status, many people put their hard labour and effort but still strive to get a good WLB (Ashwini and Anand, 2014). It is creating job security problem among workers. In the other hand companies are also loosing valued invested human capital in the look of foreign head hunt. That's why Ashwini J. and Dr. D. Anand (2014) said that ***“attrition does not just affect the headcount, but results in the loss of knowledge and skills that the employees take back with them on leaving an organisation”***. They aided, ***“QWL is a vital criterion that needs to be focussed by the organisations to achieve higher productivity and business goals and retain employees”***.

According to Hillmer et.all (2004), emotional exhaustion, high stress, lower job satisfactions are main causes of high attrition rate in organisation. Workers' abuse and ill-treatment degrades employees' self-esteem and self-efficacy. An unfavourable working condition in the workplace leads to decrease employees' job satisfaction; affecting physical as well as mental health and provokes turnover intentions in workers (Kemery et.all, 1987). Workers' turnover intention is a major extent on their WL stress (Cropanzano et.all, 2003; and Chen et.all, 2010). Inability to cope up in workplace stress tends to lead for quite the organisation (Zhang et.all, 2010). QWL is an effective tool to endure, manage and retain manpower in any establishment (Sandrick, 2003). Elements of QWL are the, appropriate and fair compensation; working con-

ditions; use and development of capabilities; chance of growth and security; social integration in the organisation; constitutionalism; work and total space of life; and social relevance of work in the life (Walton, 1974). Higher performance of motivated and satisfied workers; increase the ability of the establishment to deliver better quality of products and services (Berry, 1976). This is how QWL enhance JI in the workplace that leads to enhance organisational productivity as well as WLB and job satisfaction.

II.2. Quality of Work Life (QWL) and Job Involvement (JI):

OC is very popular in industrial and organisational psychology (Cohen, 2003). It is both the physical along with behavioural involvement as well as attachment with the assigned task and organisation. Workers' willingness to devote loyalty and effort to any establishment is the base of OC (Kanter, 1968). Performance, absenteeism, employees' attrition, tenure and organisational goals are very much influenced by OC (Meyer and Allen, 1997). Meyer and Allen (1997), developed a framework of commitment in which “affective commitment refers to emotional attachment, identification with and involvement of an employee in the organisation; i.e. an employee intrinsically desires to continue in the organisation. Effective QWL is an instrument to enhance working conditions as per workers' perspective and Organisational Effectiveness (OE) as per organisational perspective (Ali and Zilli, 2013).

Workers' satisfaction leads to job involvement and to be more satisfied with his teammate and organisation (Bazzaz, 2006). Healthy QWL ignite workers JI which leads to OE as well as individual's personal development; both, in terms of financially and socially (Md. et.all. 2015). According to Green (2006), JI can be defined as ***“a variety of processes and structures which enable, and at times encourage, employees to directly and indirectly contribute to and influence decision-making in the firm and in the wider society”***. JI is of both formal and informal type which has its own benefits in different area (Gonzalez, 2009).

III. DATA SOURCES AND METHODOLOGY:

This paper basically deals with empirical data. The evidences are drawn from both primary and secondary sources of data. The primary data has been collected by means of structured questionnaires and interview method. Framework of questionnaire is prepared with the help of five point Likert scale, nominal scale and ordinal scale as required. We have concentrated on the workers' population in Indian SMEs at Industrial corridor Sambalpur. We have restricted our study to Sambalpur District of Odisha. Data collected by means of both simple as well as stratified random sampling as per necessity. 100 samples were taken into our consideration for the present study. Parametric test like regression analysis and ANOVA have been applied as per suitability. Simple statistical measure has also been applied wherever necessary. For the purpose of scale construction and analysis of our field survey; we have developed three variables of QWL to test the relationship with JI or workers' satisfaction. These variables are identified, modified and taken out from Walton's (1974) 8 variables and N.Q. Herrick and M. Mc. Coy's 4 variables. The framework of variable development is given in table no. 1.

¹ Bhattacharyya, D.K., (2009). ***Human Resource Development***, 1st ed., Himalaya Publishing House, Pp.300.

Table No. 1: Framework of Variable Development for the Study

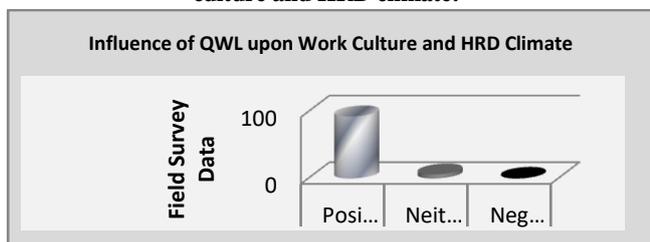
8 Variables of Walton ²	4 Variables of N.Q. Herrick and M.Mc.Coy ³	3 Variables Developed for this Study
Fair and appropriate compensation	The Principle of Equity	Equity in benefits, recognition and growth prospects (<i>QWL-A</i>)
Social integration in the organisation		
Growth and security	The Principle of Security	Favourable working conditions and career opportunities (<i>QWL-B</i>)
Working conditions		
Use and development of capabilities	The Principle of Individualism	Work-life balance and reputation at society for dignity of work (<i>QWL-C</i>)
Work and total space of life		
Constitutionalism	The Principle of Democracy	
Social relevance of work in the life		

ANALYSIS AND INTERPRETATION:

1. Data Analysis:

Based upon my first objective; I have tried to know the influence of QWL on work culture and HRD climate at SMEs. For that I have asked some related questions to workers in the field survey and the result of that is presented on figure. 1.

Figure. 1: Field survey report of QWL’s influence on work culture and HRD climate:



Source: Author’s own calculation.

93% people understand that if QWL increases at workplace then automatically there is a rise in work culture and HRD climate. They also agreed; if the culture and climate is favourable then that leads to boost OC and JI. However 6% people remain neutral in their approach to this and neither agreed nor disagreed upon this. But 1% population said high QWL have a negative effect on workplace and create indiscipline and rivalries among workers. Anyhow 93% is a more than good number and we should go with them. So it is interpreted that QWL have a positive consequence on work culture and HRD climate.

Now basing upon the second objective I have examined the relationship between QWL and JI. This is done in two phase. As most of the SMEs are not taking QWL practices seriously; I have tested workers’ perception about influence of QWL on their JI. This is the first phase of our test which is analysed with the help of regression analysis on the basis of Hypothesis. I. The second one is based upon practical QWL practices and their affect on workers. It is the test of some of the QWL initiatives on workers’ satisfaction practiced on their organisation. This is tested with the help ANOVA test and Hypothesis.2. The hypotheses are given

below and results of the analysis are given in table. 2 and 3 respectively.

Hypothesis 1:

- Null hypothesis (‘Ho’1): QWL doesn’t influence JI at workplace.
- Alternative Hypothesis (‘Ha’1): QWL influence JI at workplace.

Hypothesis 2:

- Null hypothesis (‘Ho’2): QWL practices in the SMEs are not able to owe workers’ satisfaction at work.
- Alternative Hypothesis (‘Ha’2): QWL practices in the SMEs are able to owe workers’ satisfaction at work.

Table No. 2: Regression Analysis of QWL influence on JI as per Workers’ Perception:

SL. No.	Variation	Intercept	X Variable
1	JI (Y - variable) and <i>QWL-A</i> (X - variable)	92.5511 (27.2073)*	1.9345 (14.7339)
2	JI (Y - variable) and <i>QWL-B</i> (X - variable)	85.1879 (7.7479)*	1.3022 (4.9278)
3	JI (Y - variable) and <i>QWL-C</i> (X - variable)	91.6785 (20.8233)*	5.4564 (11.4933)

Source: Author’s own calculation: X variables *QWL- A, B,* and C are taken from table.1.

Note: Figures in parentheses indicates the calculated ‘t-statistics’.

* Indicates significance of the ‘t-statistics’ at 5% level of significance.

Table No. 3: ANOVA Test between Workers’ Satisfaction and QWL practices in SMEs:

Variation	Calculated ‘F’ Value	Tabulated ‘F’ Value
Workers’ Satisfaction upon Various QWL Initiatives Taken in SMEs	<i>QWL - A</i> 0.0416	5.3176
	<i>QWL - B</i> 0.0312	5.3176
	<i>QWL - C</i> 0.4392	5.3176

Source: Author’s own calculation: Variables *QWL- A, B,* and C are taken from table.1.

Note: * Indicates significance of ‘F’ statistics at 5% level of significance.

Interpretation and Major Findings:

On the basis of the study I can say; “workers’ believe that QWL influence on their JI”. The rejection of ‘Ho’1 and acceptance of ‘Ha’1 shows; there is a significant relationship between QWL and JI as per regression analysis at 5% level of significance. But the QWL practices are not able to owe workers’ satisfaction in SMEs. The QWL initiatives are not affective as required as per our ANOVA test because we can see the acceptance of ‘Ho’2 and rejection of ‘Ha’2 at 5% level of significance. This means SMEs are failing to implement effective QWL in spite of knowing the value of QWL at their workplace. Workforce are well

known and well recognise about the benefits of QWL but unfortunately not able to test its fruit because of the falsely policy of SMEs and losing faith and OC upon their respective work and establishment. Workers' also believe that effective QWL programme will leads to make a healthy work culture and HRD climate, so that they can enhance their OC and belief upon respective institution. This is a very unusual and peculiar thing where everybody realizes the need of QWL but actually lacking at their workplace especially in SMEs.

Suggestions and Recommendations:

Financial concerns may not allow SMEs to invest such a huge amount to QWL. But humanisation of work should be a greater concern for SMEs. Small things like equity, working conditions, safety, recognition and WLB etc. affects a lot in QWL. SMEs must take care of that part only. Conservative approach is another challenge of QWL in SMEs. Contemporary and competitive positive mindset of SMEs can easily pass up implementation problem of QWL. SMEs must think and redesign work, hour and payment system; so that they can make a healthy QWL measure for their workers as well as for them also. It is a big problem for our provincial firms that there is a scarcity of required number of skilled HR but they have to manage it because of their small budget as compare to big players of the market they have to compromise with that; but if they could train them as per their necessity then it will be beneficial for them. Ultimately we are serving for our society if we can train and make a large pool of skilled manpower then also employer brand will rise in our labour market and can get a edge over it. We should not only concern about short term benefit if we can build up a huge talented manpower pool then it will be a long term gain for the establishment as well as the society.

Conclusion:

Workforce are the strength of any establishment, so its need to be treated fairly and with respectfully for their sincere hard work and effort. The workers' have to fulfill their personal demand and also demand of their dependants. Hence, a balance between workers' WL and NWL is quite important for their QWL. WL stress always influence employees' NWL. WLB is a big issue in the present day. To sustain the pressure of WLB, healthy QWL is essential. Goodwill at work can enhance OC and JI of employees, which is really important for their career growth. Even it is much better for organisational growth. Favourable HRD climate boosts the morale of the workforce and motivates them to give their best at workplace. QWL is also linked with willingness to take responsibility at work. SMEs of Sambalpur are presently not effective to provide a healthy QWL to their workforce and facing attrition, lockout, absenteeism and many more issues like this.

By redesigning SHRM, the SMEs can solve the problem; unless it will be very challenging to cope up with the competitive and turbulent labour market. This is a knowledge based society having knowledge driven workforce. Unfair treatment and humanisation of work can affect the image of the company in the society. QWL plays a significant role to make a healthy society; where both the workforce and companies can prosper simultaneously. JI makes employees' realising their responsibility and dignity for work.

Respect, recognition and rewards are influencing factors in human values; and can be utilised in QWL to empower it. QWL and JI can solve most of the HR issues in any establishment. This is the essence of QWL in JI and OC. Only punishment and autocratic type of leadership cannot work to control and manage this situation. Firms have to groom a really technical and skilled people by spending their recourses so that a great working and eligible people will be available at their reach. Employer brand is very important in this situation and for that better QWL is very necessary.

Limitations of the Study:

There are some limitations embedded in this study that needs to be kept in mind while discussing the results and findings. The research work is limited to a particular geographical area and deals with only selected SMEs. Concept of QWL is restricted to only JI and OC.

Scope for Future Study:

There is a lot of scope in this area. Though QWL research was started earlier than 1970s, still some of the area has not yet been covered. Challenges still remain with the huge unorganised sector of our country. They are far away from QWL concept. QWL in unorganised sector will be a great work. This study is restricted to some limitations and all of these will be taken as a scope for future.

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