

A systematic review: Quality of work life through Human Resource management policies

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Abstract:

Progressive Human Resource policies and diversity at workplace aims at recognizing and retaining talent irrespective of class/gender/nationality leads to quality of work life. Healthy living employees are efficient and productive. In this paper we analyse the core factors that lead to employee satisfaction and quality of work life. Antecedents like compressed work weeks, part-time jobs, job-sharing, phased and partial retirement schemes, voluntary reduced worktime, leave options and flexi place that influence outcomes were studied. Building on this review suggestions are provided for future research.

Human Resource management policies have a direct impact on employee's performance and thereafter it leads to retention. The success of any organization is based on retention of employees. Flexibility in policies results in self-management and motivate employees to take ownership of tasks. Paradigm shift in Human Resource Management has led to flexi work hours and self-regulated employees. It has redefined HRM, its concepts and policies to a greater extent. The research paper encompasses the correlation of financial, health and lifestyle benefits to productivity and retention of talent in the organization.

Keywords -Human Resource Policies, Quality of work life, Diversity, Motivation, Benefits, Retention

Introduction

There is a vast difference between modern HM and the personnel management that was prevalent decades ago. By the end of the twentieth century, the managerial philosophy that has defined the personnel function has undergone radical changes. Over the past eighty years, the scientific management approach and the human relations approach appeared and then disappeared too. The human resource approach has gained prominence in the recent times. There is a vast difference between modern HRM and the personnel management that was prevalent decades ago. By the end of the twentieth century, the managerial philosophy that has defined the personnel function has undergone radical changes. Over the past eighty years, the scientific management approach and the human relations approach appeared and then disappeared too. The human resource approach has gained prominence in the recent times post Covid.

Human resources is one of the most valuable and unique assets of an organization According to Leon C. Megginson, the term human resources refers to "the total knowledge, skills, creative abilities, talents and aptitudes of an organizations workforce, as well as the values, attitudes and beliefs of the individuals involved." Management as a process involves planning organizing, staffing, leading and controlling activities that facilitate the achievement of an organization's objectives All these activities are accomplished through efficient utilization of physical and financial resources by the company's human resources. Human resource management is one of the most complex and challenging fields of modern management. A human resource manager must build up an effective workforce, handle the expectations of the employees and ensure that they perform at their best. He/she also must consider the firm's responsibilities to the society that it operates in. Traditional approaches to personnel management emphasize command and control. These have now given way to new approaches characterized by greater freedom and support to the employee. This transformation is almost complete and many successful companies today empower their employees to manage most aspects of their work. Before the 1980s, personnel administration was characterized by standardization, and consistency and conformity were the hallmarks of the management policy. However, today, flexibility has become a significant aspect of a company's corporate human resource strategy. Though an organization's physical assets are major factors in determining its success, it has now been accepted that its employees or human resources, are equally critical assets. The successful management of an organization's human resources is an exciting, dynamic, and challenging field, especially at a time when companies are globalizing, and employing increasingly larger numbers of knowledge workers.

Additionally, employees need to be trained, and that's where human resource management can make a valuable contribution. Employees expected to delegate, to have decisions participatively handled, to work in teams, or to set goals cannot do so unless they know and understand what it is they are to do. Empowering employees requires extensive

training in all aspects of the job. Workers may need to understand new job design processes. They may need training in interpersonal skills to make participative management and work teams' function properly. We can anticipate much more involvement from HIM in all parts of the organization. But make no mistake about it. Employee involvement comes at a price. First of all, better control over one's work activities, coupled with better tools. Additionally, there is evidence that as employees see the commitment the organization and HRM have made to them, their own commitment and loyalty to the organization will increase.

HRM will also have to give some thought to how it will effectively attract quality temporaries. As this becomes the status quo in business, there will be significant competition for the "good" talent. Accordingly, HRM will need to re-examine its compensation philosophy. If temporaries are employed solely as a cost-cutting measure, the pay and benefits offered to contingent workers might be different from those offered to other workers who are used part-time as a result of restructuring and work process engineering. HRM, then, will need to begin understanding specifically what these employees want.

Employee development, promoting and recognizing teamwork and individual performance, and fostering diversity are different part of core commitments and an integral part of its corporate philosophy. Until the mid-1980s, the HR policies were aimed only at ensuring that employee compensation and benefits were on par with the best in the industry. During that period, employee benefits across the industry were limited to retirement benefits, stock options, pension plans, and a few health and welfare benefits. After the mid-1980s, the financial services industry, especially the home mortgage market, had to deal with intensified competition. To survive in a highly competitive market, companies had to focus on efficiency and growth. The development of a talented workforce was one of the ways in which companies could derive competitive-advantage in such a market. Around the same time, changing trends in society and demographics (increasing number of nuclear families, single parent families and old people) required employees to pay more attention to their family needs. As a result, employees tried to find ways to balance their work and family lives. Few companies recognized these changes and revamped their HR policies, to meet the changing needs of the employees.

Employee benefits at organizations can be categorized under three heads - Financial Health and Family and Lifestyle.

Financial Benefits

The company offers its employees the following plans: Employee Stock Ownership Plan (ESOP), Employee Stock Purchase Plan (ESPP), Employee Retirement Plan and Retirement Savings Plan. In addition, it offers financial benefits such as Employer-Assisted Housing (EAH) Program and Life, Accident and Disability Insurance. Many organizations have The EAH Program that is aimed at helping all employees own a house. As a part of this program, employees are granted loans for their housing needs. The dependent life insurance policy

offered to employees covers spouse and children. Accident death and sick insurance is also offered to employees. Some organizations also offer its employees long-term disability insurance. Apart from these benefits, organizations provides home care, adult day care and nursing home care coverage for employees and their families (including spouse, parents and spouse's parents) to help them cope with financial difficulties.

Health Benefits

Organizations offer a wide array of health benefits and programs to ensure that its employees maintain healthy lifestyles. These health benefits cover not only the employees also their spouse and dependents. Organizations offer its employees a health and dental care insurance plans. Employees can choose the insurance plan which suited their needs. Organizations also provide few weeks of childbirth/adoption leave to parents of new-borns and adoptive parents.

Flexitime: Under this option, employees worked the same number of hours and days but their work timings began/ended earlier or later than normal work hours.

Part-Time Work: This option allowed employees to work for fewer hours than the normal time schedule, thus allowing employees to fulfil other obligations in their lives. However, reduction in workhours resulted in reduced pay and benefits.

Job Sharing: Under this option, two similarly skilled employees were allowed to split the responsibilities of one job function based on time or tasks.

Literature Review

Ganesan, Durgamani and Renuka (2019) stated that job satisfaction is a multifaceted factor, because it is connected with different casual components like individual, social, intellectual, ecological and fiscal. The job satisfaction is an individual's attitude towards the job or it is even an individual's reaction to the activity. It assumes a prominent role in a man's life, as it affects positively on the personal and social adjustment of the individual and adversely affects the physical and cerebral wellbeing of the person. It is noted that a highly satisfied employee need not necessarily be a profound entertainer. Job satisfaction reveals the preferences and difficulties of the workers. Factors influence the job satisfaction namely payment package, career development, interpersonal relations, inspiration, circumstances, training and development. This study highlights job satisfaction of employees of Bharat Sanchar Nigam Ltd., Thiruvapur, which is well organized in numerous angles. The study reveals that most of the employees are not satisfied with their activity.

Porter and Lawler's Expectancy Model stipulates that the individual's performance is based on a multitude of factors and characteristics that are directly linked with the person at hand, such as personality type, skills, and experience. The model has its base on expectancy: "the belief that increased effort leads to better performance" (Porter, Lawler, 1968).

FINDINGS

- Respondents' opinions regarding "Financial Benefits" have been found strong agreement of Respondents'. The findings of the analysis show that Respondents are getting financial benefits.
- Respondents' opinions regarding "Health Benefits" The majority of respondent's opinion show that health benefit policies can be revived. It may include health promotion and behaviour modification program. The Health Assessment Screening Program is one of the major initiatives which can provide free annual health assessment (both physical as well as behavioural health screenings to employees. As part of this program, employees will be required to complete a comprehensive health questionnaire that covers many behavioural-health topics such as substance abuse, stress, anxiety, depression, social activity, social support, violence and suicide tendency, apart from physical health and lifestyle topics.
- Respondents' opinions regarding "Family & Life style" The majority of respondent's opinion shows that people remember the ad because of importance of the message. The organizations can start a volunteer leave program to encourage its employees to contribute to one of the company's core commitments i.e., making a positive impact on the community. As part of the program, employees can be given 10 hours of volunteer time off every month to help people in need.
- Respondents' opinions regarding "Quality Work Life". The majority of respondent's opinion shows Organizations can offer dependent sick leave of five paid days per year to enable employees to take care of their sick dependents. Under this program, the organizations can provide a range of flexible work options to eligible employees, to help them fulfil their personal obligations unrelated to their jobs enabled employees to work out of the home, or off-site, for a specific period of their regular work schedules. Compressed Work Schedule Program can help the employees the option of working for fewer days than normally scheduled, with work timings extended beyond normal scheduled time, thus enabling the employee to do the same amount during a given pay period.
- Respondents' opinions regarding "Career Development". The majority of respondent's opinion shows career development is aimed at retaining and expanding its talented workforce and to give its employees a wide range of opportunities to enhance their capabilities and to grow in their careers. The Assistance to Collegiate Education is one such major career development initiative. As part of ACE, the company can provide full financial aid to employees who sought to enhance their careers by improving their educational undergraduate and graduate degree programs. Numerous career and skill related training and development programs in the areas of management, professional development, systems engineering etc can be listed.
- Overall respondents regarding Financial, Health and Lifestyle benefits

Descriptive Statistics Attitudinal data

Statements related to attitude	N	Mean	Standard Deviation	Variance
Financial benefits can motivate people	504	3.36	0.609	0.414
Health benefits can motivate people	504	3.39	0.704	0.371
Lifestyle benefits can motivate people	504	3.23	0.778	0.567
Benefits can change employee attitude	504	3.03	0.802	0.323
Benefits helps in retaining talent	504	3.33	0.789	0.567
Benefits helps in Quality Work Life Balance	504	3.13	0.644	0.674

Source: SPSS output

CONCLUSION

It is a continuous effort to improve and work on HR policies to meet the changing requirements of its employees and the work environment. Due to its sustained focus on developing HR policies that is the 'need of the day,' the organizations will be able to recruit and retain a workforce committed and dedicated to the achievement of its goals and objectives. As a part of Vision of any organization, fully equipped learning centres and educational materials for self-study can help employees enhance their skills and interests. The Mentor Programs also help to carve a path for career development tool. It aims at helping highly qualified employees advance in their careers, helping employees improve their relationship-building abilities, and helping employees set and achieve career development goals. As part of this initiative, the company can allow employees to choose their mentors and encourage mentors and their protégés to exchange ideas and help each other develop and grow. The mentor program can consist of three components: Mentor Speaker Series, Peer Mentor Program and Mentor Protégés Pairing Program. As part of the Mentor Speaker Series, the organizations request successful role models from within and outside to conduct seminars and share their professional experience with employees. The Mentor Speaker Series can be an effective source of motivation and inspiration to participating employees. Under the Peer Mentor Program, a newly hired employee can be assigned to a current employee for a short period, so that the current employee could help the newcomer get familiar with the company, viz., its people, business, policies, culture, facilities and activities. This way, the Peer Mentor Program will help newcomers develop good working relationships with other employees. As part of the

Mentor/Protégés Pairing Program, the organizations can encourage formal and informal one-on-one pairing between mentors and protégés to help them enhance their professional and personal growth, improve their skills, and increase their networking.

Traditional approaches to personnel management emphasize command and control. New approaches are characterized by greater freedom and support to employees.

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