Motivation and Retention: HR Strategies in Achieving Quality of Work Life

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Abstract

Globalization has had a significant impact on the economies of the world. It has opened opportunities and challenges of fierce competition in the developing economies. It has made the world to enter into a race where speed is imposed by business dynamism and competitive games and so business organizations are no longer untouched with it. In such a highly competitive environment every organization wants to achieve organizational efficiency at low cost and so they resort to downsizing, reducing employee benefits and give high targets to the employees. This creates a feeling on insecurity, high level of stress, decreasing job satisfaction level, commitment and creating work life imbalance ultimately leading to low Quality of work life. But to create organizational efficiency and capacity to cope with competitor’s quality of work life is an essential requirement.

The success of an organization depends upon how it attracts, retains, motivates and develops its employees. Thus motivation and retention act as a catalyst in achieving Quality of work life and organizational efficiency. On one hand it helps to reduce job insecurity, stress, increasing job satisfaction, commitment and creating work life balance while on the other hand increasing organizational productivity and profitability. This paper is an attempt to focus on the significance of quality of work life. How motivation and retention help in achieving quality of work life and what should be done to improve motivation and retention in an organization.

Keywords: Quality of Work Life; Motivation; Retention; Job Satisfaction.
1. Introduction
Globalization has had a significant impact on the economies of the world. It has brought social, political, economic and technological changes which has opened opportunities and challenges of fierce competition in the developing economies. The high level of competition has taken business organization into its grip and has made business dynamic. In order to survive in such an environment every business organization wants to control cost, increase productivity and achieve efficiency. Many organizations in the present scenario are resorting to methods like downsizing, reducing employee benefits and assigning them high level of targets. But in doing so they somewhere forget that the human resource is their real and most valuable asset and the success of any organization depends on how it attracts, recruits, motivates and retains its workforce. Thus, there is a need to constantly motivate and retain competent and skilled employees so that the attrition rate and absenteeism is reduced and loyalty and job satisfaction is increased and ultimately a good quality of work life can be achieved which is considered as an essential requirement to cope up with competitors and create organizational efficiency. Therefore, achieving and maintaining Quality of work life in an organization is an important issue in Human Resource Management.

2. Literature Review
The term “quality of work life” (QWL) was introduced at international labour relations conference in the year 1972. According to Goodman QWL is “an attempt to restructure multiple dimensions of the organization and to institute a mechanism which introduces and sustains changes overtime”. Luthans (1973) observes that QWL is concerned with overall work climate. On one hand it is related to the effect on people working in the organizations which in turn are responsible for making organizations more effective while on the other hand enable employees participate not only in solving problems but also in decision making. According to Waitayangkook (2003) In today's complex environment quality of working life is considered highly beneficial technique used in management training. Barling (2003), in his research, ‘Relationship between quality of working life and jobs arousal capacity’ concluded that lack of quality of Work Life blow damage into the job and expressed that there is significant positive relationship between the quality of working life and increasing the skills, information and motivation.

According to Bartol and Martin (1998) motivation is power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. Motivation is a set of courses which strength and boosts performance finally directs towards accomplishing some definite targets (Kalimuthah et al, 2010). According to Rutherford (1990) motivation formulates an organization to be more successful because it
provokes employees constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees.

Retention is considered as all-around module of an organization’s human resource strategies. It begins with the hiring of right people and continues with practice of keeping them engaged and committed to the organization (Freyermuth, 2004).

3. Significance of Quality of Work Life
Quality of work life is becoming a popular concept in recent times. It has been evolved as an important aspect in every organization because it affects organizational efficiency and productivity. It has been defined as the favorable conditions and environment of a workplace which leads to support and promote employee satisfaction by providing them with reward, job security and growth opportunities. Quality of work life is considered as a major predictor of viability and sustainability of an organization. It is a multi dimensional term which provides a good work life balance and gives a qualitative boost to total work environment of any organization. The Quality of work life offers a value frame and social technology of organizational change leading to task effectiveness of micro-entities through utilization and unfolding of human potential.

The researchers feel that in today's changing business environment quality of work life is one of the most important issue as it leads to positive results such as reduce absenteeism, low turnover, reduce stress and increases job security and improve job satisfaction. Not only this it increases morale of employees, reduce attrition which is a major problem today. So every possible step must be taken to achieve and maintain a good quality of work life. Therefore, QWL creates conducive working environment which induces employees to utilize their full capacity which in turn contribute to overall satisfaction and enhancement of individual as well as increases productivity, profitability and ultimately efficiency and effectiveness of the organization.

4. Motivation and Retention in Achieving Quality of Work Life
Quality of work life (QWL) has its roots in the theories of motivation. It is concerned with satisfying both the hygiene and motivation factors which is also identified by Herzberg in his theory of motivation that it improves work life of employees. While comparing factors of QWL and Maslow's need theory it was found that quality of work life demands satisfaction of basic needs followed by good working condition and further satisfying the need for career planning, development and growth of human capabilities. Maslow also identified these needs. So a direct relationship can be established between motivation and QWL. Employee retention is also considered as a systematic effort by employers to create and foster an environment which encourages the employees to remain in the organization. Thus both motivation and retention play a major role in achieving QWL.
Due to competitive nature of environment the job demands higher strain in work but if the employees are motivated such as reducing their job targets or working hours and proper employee retention strategies are implemented the level of stress is reduced. This will improve the health and psychological conditions of employees which further help them to perform job and non-work related function with inhibitions. Thus motivation and retention leads to an un-stressful work environment, improving health and well-being and leading to a comfortable work life.

The organizational changes like downsizing, rightsizing and outsourcing have adversely affected the working environment, loyalty, moral and job security of employees. It is through motivation and proper retention strategies that employees can be made more committed, loyal and develops in them a feeling that their good performance can create stable and permanent employment regardless of the change in work environment. Hence provides sense of security, loyalty and ultimately boosting the morale which is essential for healthy working environment and maintaining QWL.

Job satisfaction is another important aspect through which QWL can be measured. Pay, fringe benefits, supervision, promotions, co-workers support and working hours affect the level of satisfaction. By providing financial and non-financial incentives, job enrichment techniques and retaining efficient and capable employees can create job satisfaction among employees. It is believed that if employees are satisfied their performance enhances and ultimately the profitability, productivity and organizational efficiency are increased.

Training as a tool helps in motivating, in turn retaining competent and skilled employees and ultimately help in developing succession plan. This expands knowledge base, leads to better understanding of job and greater ability to solve problem. Hence, creating a learning environment which prepares organization to deal with any forthcoming situation and thereby enhancing QWL. High level competition and globalization have also created stress leading to work life imbalance. It is through motivation and retention strategies that stress can be reduced and work life balance can be created.

Thus, motivation and retention help in maintaining health and well-being, creating job security, increasing job satisfaction, developing competencies and work life balance which is considered as major determinants of QWL. As motivation and retention improves these determinants they in turn help in achieving QWL.

5. Improving Motivation and Retention
Motivation and retention are two very important strategies of Human resource management in making organizations better place to work and helps in achieving organizational efficiency, so constant efforts are required to take special care in improving them. Some of the measures that can be adopted are as follows:

- Provisions to identify and retain the key employees of the organization.
- Provision for timely and constant training and development programs.
- Provision for sound communication system.
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- Provision for adequate and fair remuneration system.
- Provision for flexible working hours.
- Provision for more responsibility and autonomy to the employees.
- Provision for Job Enrichment and Job Enlargement.
- Provision for proper grievance handling and building employer-employee relation.

Hence, by adopting such measures employee retention and motivation can be maintained and enhanced in an organization.

6. Conclusion

Thus, motivation and retention strategies help organizations to attain organizational efficiency on one hand by increasing the productivity and profitability while on the other hand it satisfies the individual's needs of employees by reducing stress, job insecurity and increasing loyalty and commitment and job satisfaction. Motivation and retention are considered as valued tool for organizational performance and achieving quality of work life. In the present era of competition and globalization there is a need to pay attention towards the employees motivation and retention in order to achieve growth and success and developing such a work environment where employees enjoy their work and give their best.

References
