Establishment of Quality of Work-Life Program : A Case Study

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INTRODUCTION

- QWL program : intervention in OD and change
  - Benefit : employee's welfare, personal happiness, subjective well-being,   job satisfaction
  - Balancing personal needs and the productivity and performance as the objective of the organization

The creation of an effective working environment for the personal needs of the organization and an employee are met (Rethinam & Ismail , 2008) .

RESEARCH METHOD

- Action research for 3 years : research done on real situations so as to provide interventions in order to solve the problem (O'Brien , 1998)
- Objective of the study : to build the facilities in order to establish the QWL program
- Stage I Problem mapping and program design (Questionnaire, FGD, SWOT Analysis)
- Stage 2 Interventions: socialization, programming, and evaluation

PREVIOUS RESEARCHES

- Randy L. DeSimone and David M. Haris (1998) placing the Quality of Work Life in the context of organizational development as a form of intervention.
- Rethinam and Ismail (2008) in their study using the constructs of the European Foundation for the Improvement of Living and Working Condition (EWON, 2002)
- Ann Otto dan Claire Bourguet (2006) : examines the nature and definition of Quality of Work Life and its benefits to organizations in 3 institutions (case study)
- Maccoby, Michael (1984) : report the establishment a Quality of Work Life program in AT&T Co. (case study)

PREASSESSMENT RESULT

Aspect	Very low	%	Low	%	Moderate	%	High	%	Very high	%
Health and well being	13	11,3	25	21,7	29	25,2	15	13	33	28,6
Job Security	4	3,5	1	0,8	32	27,8	47	40,8	31	26,9
Job Satisfaction	19	16,5	25	21,7	29	25,2	18	15,6	24	20,8
Competence Development	1	0,8	3	2,6	2	1,7	16	13,9	93	80,8
Work and Non Work Life Balance	23	20	19	16,5	32	27,8	18	15,6	23	20

CONSTRUCT OF QWL (EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITION, 2002)

- Health and well-being
- Job security
- Job satisfaction
- Competency development
- Work and non-work life balance

INTERVENTION

- Change Management and Organizational Development program
- Training : Professionalism and Time management, Stress Management
- The Design of Employee Assistance Program (EAP)
- Development of Stress Management Model in Improving Quality of Work Life.
- Designing the Employee Assistance Program (EAP) to Support the improvement of Quality of Work Life.
- Job Evaluation as a Step for Developing Financial Aspects of Reward Management System.
- Work-load Analysis as the basic of man power planning
- Design of Training and Education Programs to Develop Employee Competencies
- Coaching & Counseling Training for Supervisors and Managers
- Preparation of Leadership Training Module At Each Leadership Level
- Preparation of Career Path System
- Preparation of Talent Management system
- Training of Assertiveness
- Designing Competence Development Training Program

3 FACTORS AFFECTS THE REACTION OF EMPLOYEES TO WORK

- The personality traits and individual characteristics such as need pattern, tolerance for ambiguity, locus of control, work ethics, values, abilities, and skill of the employees
- Characteristics of the job, such as the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job, and the like
- Facilities offered by the organization at the work place such as reward systems and training facilities

CONCLUSION AND SUGGESTION

- At the end of the 3rd year various programs and systems have been established as company facilities which are ready to be implemented, in addition to the readiness of the organization members to implement the programs.
- Programs and training methods that rcan assist companies in conducting systematic training, especially those that emphasize soft skill competencies.
- Companies need an adequate human capital management so that the talent management system that has been designed can be done, as the end point of the human resource management process
- Mapping of specific career path needs to be done to assist organizations in synergizing between the desires and interests of employees with the organizational strategy policy
- Coaching and mentoring training for supervisors is done to help subordinates achieve better quality of work life.

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