

# Sociological Examination of the Working Life Quality Management for Employees in an Organization

Aisylu M. Nagimova, Alfiya A. Akbasheva

*Abstract: The working life quality concept is based on the creation of conditions that ensure the optimal use of human labour potential. The working life quality can be improved by changing for the better of any parameters affecting people's lives. These include the participation of employees in management, training, leadership development, promotion programmes, training of employees in more effective communication and teamwork, improvement of work organization, etc. Creating programs and methods to improve working life quality is one of the important modern areas of personnel management. Working life quality is an integral concept that comprehensively characterizes the level and degree of well-being, social and spiritual development of an individual in an organization.*

*In the paper, the authors consider the working life quality management from the standpoint of social design, based on the analysis of the main factors of the working life quality, such as employee incentive programmes implemented in a company, social and psychological climate, working conditions and content, organizational factors of management, etc. Based on the author's empirical research, the most vulnerable zones of the working life quality are established, their substantial analysis is carried out and the prospects of development are determined.*

*Keywords: life quality, working life quality, factors of the working life quality concerning employees of the organization, working life conditions, working conditions, components of the working life quality, satisfaction with working conditions.*

## I. INTRODUCTION

The transition to an accelerated pace of social development and the toughening of the competitive environment caused by these processes have led to an expanded understanding of a labour organization as an essential element of the socio-economic system that determines the formation of social design practices and the development of labour collectives. Social knowledge and social development of a company in the organization's management system are understood as an integral element of effective management. Consequently, the socio-economic development of an economic entity in modern conditions is largely determined by the level of development of the social sphere inside an organization.

An important element and purpose of social design in conditions of an enterprise are to improve the working life quality or the level of satisfaction of employees' needs through their activities in the organization.

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The appropriate working life quality should create conditions to give vent to the creative abilities of employees themselves when the main motive is not salary, not position, not working conditions, but satisfaction from labour achievements as a result of self-realization and self-expression. As a result, labour potential receives maximum development, and the organization receives a high level of labour productivity and maximum profit.

An important factor in the working life quality of the organization's employees is the employee's satisfaction with working conditions. The working conditions of the organization's employees include the substantial, organizational and everyday components of labour activity, expressed in assessments of employees' satisfaction with its main components. We have identified such main components of working life conditions:

- working conditions,
- provision of workers with personal protective equipment,
- condition of welfare spaces,
- the work of catering establishments,
- satisfaction with the mode of work,
- organization of labour of employees,
- content of labour of workers.

We understand working conditions as the characteristics of the production process and the production environment that affect employees of the enterprise. The characteristics of the production process are determined by the equipment used, objects and products of labour, technology, and the service system for jobs. First of all, the working **environment** is characterized by sanitary and hygienic working conditions (temperature, noise, light, dust, gas contamination, vibration, etc.), labour safety, work and rest conditions, as well as the provision of employees with office and computer equipment and consumables to them. Another social factor in the working life quality of the organization's employees is the motivation and stimulation system in the organization. **Stimulation is understood as** external support measures, due to which an impact on human activity is carried out. The main task of this process is to accelerate management processes, motivate a subject to perform the expected action, and change his/her behaviour, while the stimulation itself can be either positive (reward) or negative (threat of sanctions). The most important element of the motivational frame concerning the organization's personnel is tangible incentives expressed in satisfaction with the remuneration system, wage and bonuses sizes. The motivation level of the organization's employees is closely related to another social factor - employee loyalty to the

company. Personnel loyalty is a high level of employee motivation, upon which employees show dedication to the company where they work, an interest in its success and a willingness to efficiently and effectively fulfil their duties.

The socio-psychological climate prevailing in a labour collective is also a significant social factor in the working life quality for the organization's employees. It represents a qualitative side of interpersonal relations taking shape in the organization and manifests itself as a set of socio-psychological conditions that promote or impede joint productive activities and the full development of a personality in the organization. A favourable socio-psychological climate contributes to the formation of an atmosphere of trust and goodwill, free expression of one's own opinion, the absence of pressure from managers on subordinates and the participation of employees in making decisions that are significant for the group.

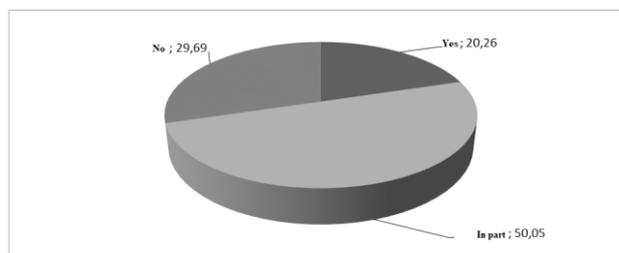
### II. METHODS

The study was conducted in Altair LLC in 2018 by questionnaire survey. Altair LLC is a construction company engaged in a wide range of works in the construction industry. The main activities of the company are the construction of low-rise buildings, private residential buildings, office buildings and shops, finishing work, and engineering work. The organization has warehouses and an office room, a woodworking complex, sheet metal bending machines, composite panel processing machines, 4 units of heavy specialized equipment, 3 units of light trucks; there are teams of builders providing construction and repair services in its staff.

To conduct a survey, the authors developed an original questionnaire, which is a survey form. The research methodology was designed taking into account the characteristics of the organization, and also staff structural composition and quantitative characteristics. The organization employs 57 people as permanent employees; employees are also involved under a fixed-term employment contract in an amount of 10 to 15 people depending on the workload. The survey involved only full-time employees. Due to the fact that the organization is small, the survey was conducted in a continuous manner. The survey involved 56 people (except the director of the organization), including 3 senior managers, and 3 middle managers. Due to the fact that the number of senior staff is insignificant, which would be reflected incorrectly in relative indicators, we applied a one-dimensional distribution of data. Data collection was carried out directly at workplaces, during the lunch break and during technological breaks with the permission of the heads of structural units. The completed application forms were collected, uploaded to the database and processed using the SPSS software product. Taking into account the opinions of each employee of the organization allows us to state a high degree of reliability of the data.

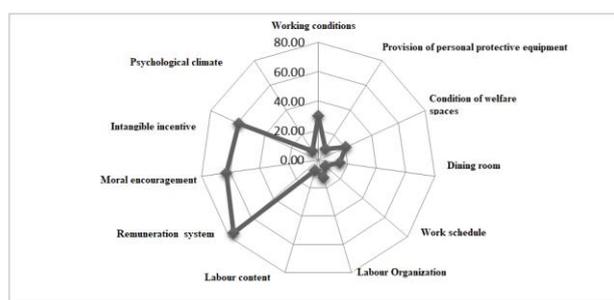
### III. RESULTS AND DISCUSSION

According to the results of the study, only every fifth employee (20.26%) is satisfied with the working life quality in their organization. Every second employee is satisfied (50.05%) only partially, and 29.69% of respondents expressed their dissatisfaction (Fig. 1).



**Fig. 1 Distribution of respondents' answers to the question: "Are you satisfied with the working life quality in your organization?" (in %)**

We consider the distribution of respondents' responses to their dissatisfaction with breakdown to the main social and labour factors of the quality of the organization's working life (Fig. 2)

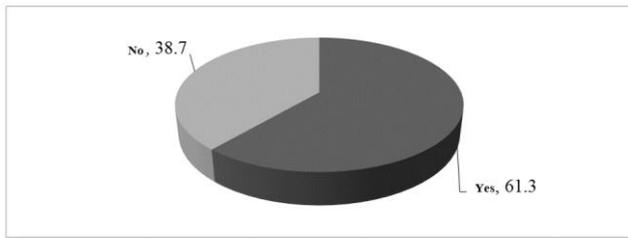


**Fig. 2 - Estimated indicators of provisioning the working life quality of employees of the organization according to the criterion of dissatisfaction (in %)**

Of the eleven main social and labour factors of the working life quality, seven are in the favoured zone ("Provision of personal protective equipment", "Condition of welfare spaces", "Dining room functioning", "Work schedule at the enterprise", "labour organization", "Labour content"), although there are certain problems in these areas of the organization's life. One indicator - "working conditions" - is slightly overestimated; this is explained by the difficult and off-site nature of the work and the absent of environmental friendliness in some areas of the production process.

The main problem in ensuring a high working life quality for employees of the organization is on the plane of the existing incentive system for workers of the organization. All three indicators ("material incentives (remuneration system)", "intangible incentives", and "moral encouragements") are in the area of increased disadvantages, while the indicator "remuneration system" is approaching a critical point. Let us consider in more detail each of the subsystems.

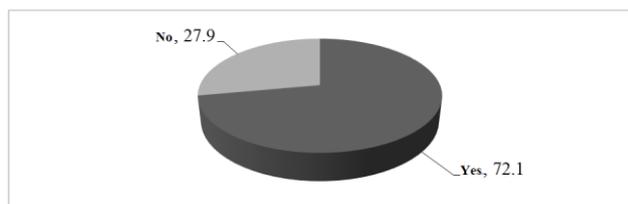
The key component of material incentives is the level and fairness of the remuneration system. As the results of the survey show, only 61.3% of workers are satisfied with the system of material incentives, that is, with the existing system of remuneration. 38.7% of the survey participants expressed their dissatisfaction (Fig.3).



**Fig. 3 - Distribution of answers by respondents to the question: “Are you satisfied with the existing system of remuneration?” (in %)**

What causes of dissatisfaction do respondents name? According to 82.3% of those dissatisfied with the remuneration system in the organization, they call such a reason as “Low job prices”. Approximately one in three respondents (31.3%) believes that the size of the premiums is small, and, according to 26.0% of respondents, the distribution of premiums is not always fair. Approximately one in four employees surveyed (23.4%) believes that the distribution of bonuses does not take into account the quality of work and the qualification level of the employees (wage-levelling). 7.8% of respondents said that they almost never receive prizes. 14.1% of respondents believe that the organization has overestimated labour standards. 9.4% of respondents chose the answer “other”, but most often they did not specify their own point of view on the problem. Among those who noted such answers: "a decrease in real incomes", "there is practically no salary indexation", "an increase in payment does not correspond to information", "an unfair distribution of additional quarterly bonuses", "multiple differences in the salaries of managers and employees", "involuntary processing does not take into account."

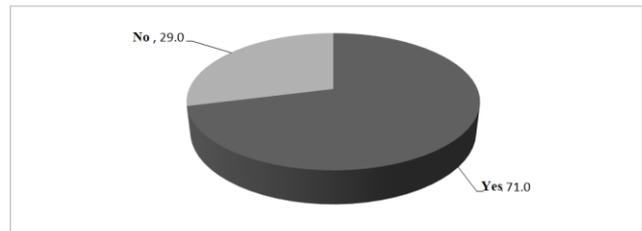
We understand intangible incentives as the system of non-monetary incentives for employees, such measures as advanced training or training at the expense of the organization, paid study leave, payment of treatment in a hospital, organization of employees' leisure at the expense of the organization, etc. Just over a quarter of respondents (27.9%) expressed dissatisfaction with measures of non-material incentives (Fig. 4).



**Fig. 4. Distribution of respondents' answers to the question: “Are you satisfied with non-material incentive measures in your organization?” (in %)**

The main reason for the dissatisfaction of employees with the system of non-financial incentives in the organization is their inaccessibility: “I didn’t hear about, I never used them personally” (57.6%), “these measures are practically inaccessible” (30.3%). According to 29.5% of respondents, only managers use these incentive measures. And only 12.9% of those who expressed dissatisfaction with the system of non-material incentives think so because these measures do not stimulate workers to productive work. 4.5% of

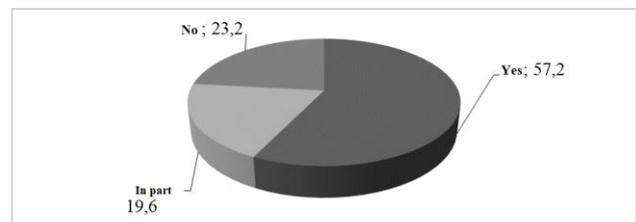
respondents chose the answer “other”, but, unfortunately, none of them specified the substantive side of their answer. 71.0% of the workers surveyed are satisfied with the existing system of moral encouragement. 29.0% (and this is almost every third respondent!) expressed their dissatisfaction (Fig. 5).



**Fig. 5. Distribution of respondents' answers to the question: “Are you satisfied with the existing system of moral incentives in the enterprise?” (in %)**

Noting the reasons that led to employees’ dissatisfaction with the moral encouragement system in the organization, most of those who expressed dissatisfaction answered that they did not stimulate productive work and moral encouragement measures were applied unfairly (45.3% each). 18.7% of those dissatisfied with the moral encouragement system believe that they are not interested in moral encouragement measures.

Despite the fact that the vast majority of respondents noted satisfaction with working conditions to one degree or another (57.2% - fully satisfied, 19.6% - partially satisfied), there was a high proportion of dissatisfied employees with working conditions (23.2%) (Fig. 6).



**Fig. 6. Distribution of respondents' answers to the question: “Are you satisfied with working conditions?” (in %)**

What causes workers' dissatisfaction most with this component of the working life quality? Lack of materials and poor supply were noted by approximately one in four respondents (23.9%), and one in five respondents (19.3%) indicated a lack of material and technical equipment, 4.3% of respondents believed that there was a lack of computer and office equipment. 11.7% of respondents indicate that they have to work in conditions of cold and bad weather, 9.5% of respondents noted a high level of production noise. 6.7% chose the answer “other”. Among the arbitrary answers of the respondents, there were such options as: “frequent malfunctions in the operation of equipment”, “violation of the operating mode”, “lack of people”, “work with dangerous working conditions”, “closed transport is not provided upon departure”, “lack of a resting place for the working personnel”, etc.

## IV. SUMMARY

As a result of our empirical study concerning the working life quality of company employees, it was revealed that the organization under study pays special attention to the social well-being of staff, and there is an understanding on the part of the company's management of the importance of the human factor in business success. Workers are provided with appropriate working and leisure conditions, and working personnel is provided with personal protective equipment; labour protection standards and sanitary working conditions are also observed at the enterprise. At the same time, we have identified a number of problems that cause workers' dissatisfaction, and thereby they act as factors in reducing the working life quality of company employees.

According to the survey, a low level of staff motivation was revealed. Employees of the organization, especially workers in the production cycle, express dissatisfaction with the remuneration system, the vast majority of workers believe that the reason is low job prices and the unfair distribution of bonuses. However, most respondents believe that the level of salaries in similar enterprises is about the same. Almost a third of respondents are not satisfied with the existing system of moral and intangible incentives due to the fact that, according to the respondents, they do not stimulate productive work and are applied unfairly. A little more than a quarter of the workers surveyed are not satisfied with measures of moral encouragement, such as training and advanced training at the expense of the enterprise, receiving medical assistance, sanatorium- resort treatment, etc. The main reason for dissatisfaction is their inaccessibility for ordinary employees. Most employees are satisfied with the state of the socio-psychological climate in the team; however, every second employee unsatisfied with its state has noted that conflicts often occur in the team. The vast majority of respondents believe that they have established a quiet working relationship with their immediate supervisor. In the event of a conflict with the immediate supervisor, they are almost always of a product type. Most respondents assess the management style of their immediate bosses as democratic, taking into account the views of subordinates when making managerial decisions.

About a third of employees showed low corporate loyalty: work in the company does not give confidence in the future for them, and they are ready to switch to work in another company and do not connect the future of their children with work in the company Altair. The main reasons for the low corporate loyalty of some employees are dissatisfaction with the level of wages and the impossibility of career growth in the company.

## V. CONCLUSION

Our study revealed the weakest points in the work-life quality system for the organization's employees, namely, the low level of tangible, intangible and moral-psychological motivation of the organization's employees. It is important for workers to feel respectful attitude to work and to the results of their work, which is achieved by a transparent, understandable and fair system of employee motivation.

Under these conditions, it is necessary to study the existing system of motivation at enterprises more carefully, increase the transparency of the application of motivating factors, and introduce a fairer system of remuneration of the employees in

organizations. Wider application of measures of moral and non-tangible incentives would also contribute to improving the social well-being of employees and increase their corporate loyalty.

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