

Quality of work life as an indicator of business profitability

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Abstract

The tourism sector is one of the strategic axes of greater promotion in the Mexican public policies, the actions are oriented to the work environment for a better impact in the business finances. The businesses that want to survive, to be successful and to consolidate their positioning in the market, must innovate; The participants of the economic life: society and investors, pressure to generate balanced and productive work environments that recognize the capacities of the workers and establish the platforms suitable for their development. The descriptive and correlational research that is presented is framed in the quality of work life, carried out in the first quarter of 2017 with 33 companies of the tourism sector in which 264 workers were located, to know the perception of the employees On the conditions established at its productive centre and if they are appropriate to impact the financial results of the organizations, the results determined are satisfactory when obtaining through the coefficient of multiple correlation (R) 0.815 and the coefficient of determination (R²) 0.664 A predictive mathematical model that associates the working conditions with the usefulness of the negotiation, useful tool for the decision making in the executive management.

Quality of working life, workers, financial results, company

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Introduction

The human being has characteristics that make it different from each other, being considered eminently social finds the way to satisfy their needs seeking to be part of a group, to belong to it is transformed and developed creating new modalities of organization, enabling them to be generated in the organizations norms, rules, and platforms of control and displacement as a worker in order to gradually improve their quality of working life, which the businessman envisions as a difficult point to meet when encountering a number of different workers but with common objectives which will have to be addressed to maximize their business productivity.

The quality of work life, although not a new term, has presented difficulties in finding a precise definition because it is clothed with particular characteristics by the subjectivity and multidimensionality derived from the culture of the people and the environment in which it develops, in which will have to be carefully visualized at the moment of evaluating in an objective and non-subjective way the different focuses of attention of human needs.

The productive plant is the impeller of organizational development, and in addition to this, management must consider in its business vision the innovation, development and participation of this group of collaborators, generating the human resources policies that impact them within which they must consider: compensations, benefits, scale system, work-family balance, schedules, care of the social and family environment.

Happiness and well-being have been considered as antecedents of the definition of quality of life, and have been used as alternatives in field research according to the time and space in which they have been developed, values, beliefs, region and history influence the perception of the human being to establish their position regarding physical, psychic, social and spiritual well-being as the fields of communication and consumption advance.

The well-being and satisfaction of workers conditions the effectiveness of the administration of an organization, as well as generates the necessary platforms to enhance the human resource; in its evolutionary process the quality of life was associated with the basic human needs and later it was related to health and, more recently, to work efficiency. Herrera and Cassal (2004) point out that the Quality of Life in the Work acts on important aspects for the psychological and socio-professional development of the individual and induces the motivation in the work, the creativity and the will to innovate and the capacity of adaptation and acceptance of changes in organizations. These same authors explain that poor quality of work life can lead to dissatisfaction and misconduct (performance errors, absenteeism and others) and, on the contrary, a high quality of life at work leads to a climate of trust and mutual respect.

Insured and Agulló (2002) affirm the importance of the humanization of work, in which work tables should be designed where space, instruments and tasks are congruent with the physiological, anatomical, psychological and workers' capacities, as well as channeling them towards professional and personal development.

The first approaches to quality of life for their precise definition were satisfaction and well-being strategically focused on health (Sison, 1994), leading to a later change to relate it to the perception with life, culture and business results in the political context, economic and social organizations (Espinosa and Morris, 2002).

In the strategic management of organizations, there is a constant question: does the lack of knowledge about the quality of life of workers generate problems that affect business productivity and the optimal performance of the employee ?, this results in a real problematic reason for the translated research a: that the companies that know the variables that impact on the quality of life of their workers will be able to improve their financial profitability ?, that is relieved in this work using the valid and reliable CVT-GOHISALO instrument (González, Hidalgo, Salazar and Preciado, 2010) divided into 7 dimensions of study, focusing particularly on 4 that support the satisfaction of the worker in the production plant and that correspond to the dimensions of: 1. Integration to the job, 2. Welfare achieved through work, 3. Personal development of the worker, and 4. Administration of free time. All the above is supported by a solid theoretical framework, which is subsequently developed methodologically, results are determined and concluded.

Theoretical framework

Argüelles et al (2013) compiles definitions of the quality of work life that support the approach of the research work that is presented for two theoretical-methodological perspectives, under the work environment and its psychological orientation:

- 1) "A process to humanize the workplace" (Walton, 1973).

- 2) "Favorable working conditions and environments that protect and promote employee satisfaction through rewards, job security and personal development opportunities" (Lau, 2000).
- 3) "High quality of life, when: a) experiences positive feelings towards their work and future prospects, b) is motivated to stay in their job and doing well, and c) when they feel that their working life fits well with his private life, in such a way that he is able to perceive that there is a balance between the two according to his personal values "(Katzell et al., 1975).
- 4) "It is the process through which an organization responds to the needs of its employees, developing the mechanisms that allow them to participate fully in the decision making of their work lives" (Robbins, 1984).
- 5) "Degree of personal and professional satisfaction existing in the performance of the job and in the work environment, given by a certain type of management and management, working conditions, compensation, attraction and interest for the activities performed and level of individual and team self-development and self-development "(Fernández, 1999).

- 6) "Set of Change Strategies in order to optimize organizations, management methods and / or jobs, by improving the skills and abilities of workers, encouraging more stimulating and satisfactory work and transferring power, responsibility and autonomy at lower levels "(De la Poza, 1998).

The mutual benefits that are produced in the company-worker binomial are demonstrated, when the bosses relations are good the benefits are reflected in the operative and directive part of the company reducing costs in the operability of the company in all its levels; Hallowell, Schlesinger and Sornistsky (1996) mention that the worker can increase his contributions towards the organization and obtain success in his professional development when the Quality of Work Life is good. In the same way, the organization reduces its control mechanisms and this generates a work climate of trust and mutual respect. And in this context, when the Quality of Life in the Work is good increases the worker's performance, as the worker becomes a motivated person, who has less degree of absenteeism, reduces his leisure time and, consequently, there is a greater satisfaction and greater organizational effectiveness.

Work activity usually happens in formal organizations that have a defined structure, established work procedures, hierarchical levels, schedules, roles, staff activities, philosophies and conditions to achieve the goals of the company in the most effective and efficient way. However, the labor reality shows different scenarios for each worker.

In this sense Peiró (1993) points out that the labor reality is very diversified, in some jobs there is the possibility of professional and personal development, there are also jobs where this possibility is little or nonexistent, so the worker does not feel guaranteed the satisfaction of security needs, self-esteem or fulfillment. In this scenario, the perception of a higher or lower quality of life in relation to the work environment depends on the work experience of each person.

According to Chiavenato (2004), the quality of work life assimilates two opposing positions: on the one hand, the employees' claim for well-being and job satisfaction and, on the other, the interest of organizations for their effects on the productivity and quality of life, that is, organizations must undoubtedly care about the human resource that propitiates the satisfaction of their objectives and that while better resources are provided to the employee, better performance will be achieved at the corporate level. With this dynamic concept, the full human development when referring to Quality of Work Life is to approach a multidimensional concept that frames all aspects of work, aimed at achieving full satisfaction in the work achieving the mutual benefits previously mentioned; and above all find the point of attachment of the worker to the company.

It is necessary to recognize that human resources are indispensable for productive organizations, since it requires the participation of people and a constant relationship with companies; the factors that affect productivity are motivation, job satisfaction, and the working environment among others (Cequea and Nuñez, 2011).

The concept of quality of working life is difficult to define and operationalize due to the complexity and richness of dimensions that go beyond the organizational and labor limits. González, Hidalgo and Salazar (2007) and Gonzalez, Hidalgo, Salazar and Preciado (2010) propose that the Quality of Work Life is a multidimensional concept that is integrated when the worker, through his work and under his perception, meets the following needs personal: institutional support, security and integration to the job and satisfaction, identifying the well-being achieved through work and personal development achieved, as well as the administration of their free time. Therefore, these authors propose the objective and subjective assessment of seven dimensions of the Quality of Work Life: institutional support for work, job security, job integration, job satisfaction, well-being achieved through work, personal development of the worker and administration of free time.

Likewise, the concept influenced by the neo-positivism that chooses as categories the categories and includes as object of study all that can be described in the structure of the organizations, besides that recognizes the necessity of being based on the functionalism that proposes a theory of the motivation for to know the Quality of Work Life and that contains the satisfaction of workers is the one pointed out by González et al. (2010), which concludes: "It is a multidimensional concept that is integrated when the worker, through employment and under his own perception, meets the following personal needs: institutional support, security and integration to the job and satisfaction for the same, identifying the well-being achieved through his work activity and the personal development achieved, as well as the administration of his free time".

When referring to business profitability, it will be necessary to address the concepts focused on value created by economic entities whose impact can be felt in two ways: 1. The creation of the "Future Benefit" consisting of the ability to generate a value in time for 2. The "Accounting Utility" created by the production chain to which it is aspired in optimal conditions of distribution and sales. As a result of this, it is pointed out that the financial result is the contribution to the company factor to participate in the processes of creation of social value (Sastré, 2006), the employees being the strategic elements necessary to obtain profit forecasts (Zohurul and Siengthai, 2009).

The profitability is expressed as the quotient derived from the comparison of the utility of the company with the totality of properties totaled as "Asset", interpreted as the intensity of production of the utility with the permanent and non-permanent resources of the organization (Sánchez, 2002).

Methodology

This descriptive and correlational research begins with an exploration of the concepts related to profitability and the quality of work life, determining the fine points and intertwining to select the theoretical current that supports the development of the process. In Campeche, Campeche state, according to figures provided by the Chamber responsible for the tourism sector, it is composed of 135 establishments among hotels, restaurants and support services, to locate those companies of the aforementioned branch with an average number of workers of 10 throwing to 33 companies as a result, based on the Mexican Business System (SIEM), were located 264 employees who were applied the instrument in the first quarter of 2017, becoming a census type sample (Cárdenas, 1996) in which the entire population participates without having to determine the sample.

To obtain corporate profitability, dependent variable, the proposal of Sánchez (2002) is applied; for the analysis of the independent variables we use the valid and reliable instrument that measures the quality of working life elaborated by González et al. (2010) constructed with 74 items in 7 dimensions: 1. Institutional support for work, 2. Work safety, 3. Integration to the job, 4. Work satisfaction, 5. Work well-being, 6 Personal development, and 7. Leisure management. For the research in question the dimensions used are: 1. Integration to the job, 2. Work well-being, 3. Personal development and 4. Leisure management. The items are evaluated through a Lickert scale ranging from 0 (the worst perception) to 4 (the best perception), it is recommended to use the limits of the low, medium and high satisfaction scores for each dimension for interpretation. The aforementioned instrument was piloted prior to its application having obtained a cronbach alpha of 0.86 considered reliable, subsequent to the application this statistic was determined again and the result was 0.88, being totally acceptable and within the confidence range for its use (Hernández et al., 2006).

In order to obtain the score value, the average value of the respondents' perceived responses was obtained for each of the dimensions of the 4 independent variables, followed by the dependent variable using the Pearson multiple correlation coefficient through the SPSS (version 23), thus identifying whether there is a close association between independent and dependent variables, or some dissociation.

For a better understanding the variables are described operationally. See Table 1

Dependent / independent variables	Concept
Financial profit	They are the profits to be distributed among the shareholders of the organizations, obtained from the net profit according to the assets.
Integration to the job	Degree of insertion of the worker in his work activity, study aspects of pertinence, motivation and work environment.
Welfare Achieved Through Work	Position of satisfaction for the basic necessities, which includes the obtained through the development of the work. It evaluates the aspects of: organizational identity, equality of positions in the business structure, housing and health aspects.
Personal Development of the Worker	Personal added value obtained by the work activity; we study the achievements, security and personal improvement.
Leisure Time Administration	It is the perception of the enjoyment of the free time of the worker, when it is not in its work function, referred to: free time, as well as the balance between the life in society and the productive exercise.

Table 1 Operationalisation of dependent and independent variables. For a better interpretation of the results to be achieved, Table 1 defines the 5 variables that are studied and which together comprise the profitability and the instrument that measures the quality of work life; and each of them in particular, is evaluated through subdimensions that are contained in the concept, and are structured in a questionnaire

Source: self made

The work begins analyzing the approximation of the concepts of the dimensions: Integration to the work position, Welfare by the work, Personal development and Administration of the free time, Business results and the degree of association between them, the methodological design is non-experimental, descriptive, correlational and transectional (Hernández et al., 2006), since the object of study is to describe the degree of satisfaction of workers with their employment as part of the quality of working life and its relation with the profitability of organizations.

In the first 3 months of 2017, work is done in a census form with 264 employees of 33 companies in the tourism sector of the Municipality of Campeche, the representatives conform to the Mexican Business System by focusing on those organizations that have more than 10 workers, with it more meaningful work is achieved.

To obtain the data for the independent variables identified as: X1 to X4 was performed through the valid and reliable instrument elaborated by González et al. (2010), which was contextualized and piloted with a cronbach alpha of 0.88 that is satisfactory. The instrument in question consists of 74 items classified in 7 dimensions, for the present study 33 items of the dimensions were analyzed as independent variables: "X1 Integration to the job" = 10 items, "X2 Work wellness" = 11 items, "X3 Personal Development" = 8 items and "X4 Time Management" = 4 items, are structured on a Likert scale with five response options: Not satisfactory = 0, Not satisfactory = 1, Neutral point = 2, Satisfactory = 3, Very satisfactory = 4. Relative to Profitability taken as a dependent variable is identified as Y, whose assigned value is relative to the financial results of companies for fiscal year 2015.

The dimensions in analysis pertaining to the quality of life are shown in Table 2 which become the independent variables denominated of the X1 to the X4, as well as the dependent variable that corresponds to the financial results identified as Y.

Variable	Description
Y	Financial profit
X ₁	Integration to the job
X ₂	Wellness for work
X ₃	Personal development
X ₄	Leisure Time Management

Table 2 Description of the dependent variable and the independent variables used. Identification of independent and dependent variables

Source: own elaboration with elements of the questionnaire González et al., (2010)

The 264 workers of the 33 companies were applied the questionnaire directly in order to verify the truthfulness and the reliable obtaining of the data, on the other hand, the financial information was made via formal request to the organizations that for confidentiality only gave this information, without further information. From the data thus collected in the first instance the mean was obtained for each of the independent variables and were grouped into a data matrix for each of the companies. The mathematical model is obtained using the program Statistic Package for Social Science SPSS version 23.0 for Windows. Obtaining as a result of the analysis the multiple regression equation that represents the association of the variables under study and it is verified with the goodness adjustment statistic the greater reliability by allowing to verify the reasonable tendency of the results by means of the figure.

Results

Applying the established methodology now corresponds to show the results of the 264 instruments applied to the employees of the 33 companies of the census sample, as well as the financial data obtained from them.

With this information, a document called "Profitability Matrix / Study Dimensions" is created, where the data of the four dimensions considered as independent variables are recorded: "Integration for the job", "Welfare for work", "Personal development" and "Administration of free time", as well as that of the dependent assigned to "Profitability". See Table 3

Business	Profitability	Int. work place x1	At work x2	Wellness by work x3	Personal development x3	Administration of time x4
1	0.37	4	3	4	4	4
2	0.33	3	4	4	4	2
3	0.31	3	2	3	3	4
4	0.33	3	4	4	4	2
5	0.38	4	3	4	4	4
6	0.35	2	3	4	4	3
7	0.33	3	2	4	4	4
8	0.29	2	4	3	3	3
9	0.35	4	3	3	3	4
10	0.30	2	2	4	4	4
11	0.35	4	4	3	3	3
12	0.32	3	3	3	3	4
13	0.33	3	3	3	3	4
14	0.35	4	4	2	2	4
15	0.29	3	3	4	4	2
16	0.33	3	3	4	4	3
17	0.35	4	4	3	3	3
18	0.42	3	4	3	3	4
19	0.45	4	3	4	4	3
20	0.33	3	3	3	3	4
21	0.33	4	3	2	2	4
22	0.20	2	1	4	4	1
23	0.34	4	3	3	3	4
24	0.32	3	3	4	4	3
25	0.35	4	3	3	3	4
26	0.28	4	3	1	1	2
27	0.33	4	3	3	3	3
28	0.35	2	4	4	4	4
29	0.31	3	3	4	4	3
30	0.33	3	3	3	3	4
31	0.30	3	3	4	4	3
32	0.38	4	3	4	4	4
33	0.28	3	2	4	4	4

Table 3 Results obtained from the application of the instrument and the mathematical equation. Matrix of data Financial results / dimensions under study
Source: Authors' calculations with survey data

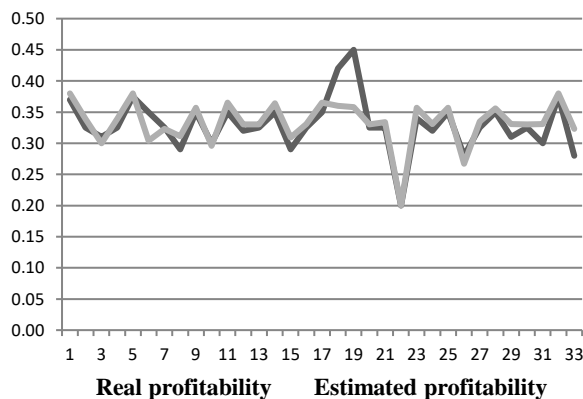
Table 3 illustrates the trend that the profitability of companies ranges from 0.20 to 0.45, meaning that for each weight of assets invested are generating between 0.20 and 0.45 of financial results; Likewise, the tendency of workers' perception of the dimensions involved in the study is satisfactory, since the highest frequency occurs at levels 3 = Satisfactory and 4 = Very Satisfactory.

The results of the estimation of the regression model and multiple correlation Financial Profitability / "Integration to the work place", "Welfare by the work", "Personal development" and "Administration of free time", are the following: independent variables were included in the model, that is, none was rejected for the analysis because its value other than zero; the coefficient of multiple correlation (R) is 0.815, and the one of determination (R²) is of 0.664, the typical error of the estimate is 0.02679 of with a level of significance of 0.000, the previous one supports that the obtained mathematical model as a result it is reliable; the analysis of variance (ANOVA) yields a F statistic with a value of 13,806 greater than the level of significance that is 0.000; the dependent variable "Y" acquires a constant value of 0.002 when all the independent variables are equal to zero "0"; the coefficients B (Beta) with 95% confidence interval for each of the independent variables show: B1 = 0.027, B2 = 0.030, B3 = 0.023 and B4 = 0.022.

The multiple regression equation with 4 independent variables is shown as equation (1):

$$Y = 0.002 + 0.027X_1 + 0.030X_2 + 0.023X_3 + 0.022X_4 \quad (1)$$

By means of the goodness of fit statistic it is verified that there is an alignment of the values of the variables and that they are not dispersed, comparing the real values with the estimated ones, which implies that the mathematical model is highly reliable and predictive. See Graphic 1



Graphic 1 Goodness of fit of the model Financial Results-Satisfaction in the work
Source: self made

Discussion and Conclusions

It is observed that all the companies mark an acceptable return according to the analysis made to the answers collected in the 33 companies and 264 workers that depend on them, through the descriptive statistic, and that their employees are satisfied with respect to the dimensions evaluated with respect to the quality of working life in the activities they carry out in their job. The indexes reflect this by presenting positive financial results ranging from 0.20 to 0.45, as well as a perception of between 3 and 4, which in itself are satisfactory. The companies that were taken as part of the study maintain an average of 9 workers and are similar in terms of profitability than the ones investigated by Benavente (2008), having financial returns on average 35% of their assets, whose research reveals the influence quality of life on these results.

When the components derived from the conditions of work, the performance of the position and in general the organizational context are satisfied; and, on the other, to the psychosocial processes through which the worker experiences an adequate work environment, the financial results will be in a growing situation that the managers of the organizations expect. Given this scenario, equation (1) obtained is a valuable predictor that ratifies the above when determining an increasing positive relationship between financial results and the dimensions "Integration to the job", "Welfare for work", "Development personnel "and" Administration of free time "in accordance with the perception of each one of them by the workers. Ratified with the correlation coefficient of 0.815 and that of the determination of 0.664, meaning that the independent variables give a response to the financial results (dependent).

The determination of the predictive character of equation (1) is more strongly emphasized by replacing the values of the real profitability in the equation and being reviewed through the goodness of the adjustment (Figure 1), with the real values we project the estimates, and it is observed that there is the same positive trend in obtaining the profitability business.

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