

Quality of Work Life: Its impact on Employees Productivity

(With special reference to H.E.G, Mandideep)

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Abstract: The study focus on impact of Quality of Working Life of Employees on Productivity with special reference to H.E.G, Mandideep. Quality of Working Life of employees in organization deals with several aspects of work environment that encourages human resource development efficiently that in turn leads to overall individual growth and industrial development. Human Resource Development Techniques in organization include Performance Analysis, Organizational Change, Career Planning, Quality Circles, and Induction & Training along with various methods to enhance Employees Skills, Performance, and Efficiency & Productivity.

INTRODUCTION

With evolution of human resource from being commodities that are ready to work from dawn to dusk under whatever conditions they are being provided to a strategic partner in organization, human resources are now not being considered as a cost but as an asset in this present competitive business world. Entire expenditure on technological up gradation, machinery, resources and raw materials will be a waste if organizations are not able to manage their human resource efficiently.

Organizations today are facing various changes and challenges such as global competition in market, technological up gradation, new products, demographic changes, deregulation and at the same time they have to implement various new emerging trends towards any service and product to sustain in market. In this present competitive business world, it has become a challenge for all industries to attract, recruit and retain talented work force in various organizations.

The concept of 'Quality of Working Life' has originated from continuous research process that has taken place from time to time in whole world. The components that are considered important for Quality of Working life are Adequacy of Resources, Work Autonomy, Alternative Work Schedule, Work Environment, Career Life Balance, Compensation & Rewards, Job Rotation, Competence & Inter personal Skill Development, Corporate Social Responsibility, Equitable Pay, Rewards, Welfare Facilities, Incentives, Grievance Redressal Procedure, Human Relations, Image of Organization, Immediate Opportunity to Develop New Skills & Talents, Job Satisfaction, Job Security, Nature of Job, Organization Culture, Penalty System, Physical Work Environment, Recognition & Rewards for Efforts, Relation & Cooperation, Role Conflict, Role Ambiguity, Self - Esteem, Shift Work, Training & Development, Turn Over Intentions, Work & Total Life Space, Work Environment & Work Load. These untapped views, innovations and creative thoughts of employees can only make difference between success and failure of an individual.

ORGANIZATIONAL PROFILE - HINDUSTAN ELECTRO GRAPHITE LIMITED

(H.E.G)

Hindustan Electro Graphite Limited is a premier organization of Laxmi Narayan Jhunjunwala (LNJ) Bhilwara Group, is now India's leading graphite electrode manufacturer in country and exporter as well. H.E.G has one of the largest integrated Graphite Electrode plants in whole world, processing sophisticated Ultra High Power Electrodes that has its own unique specialty and features. H.E.G exports over 80% of its production in more than 25 countries of whole world. Hindustan Electro Graphite Limited main business is graphite that generates around 80% of whole revenue of our country India. Hindustan Electro Graphite Limited was established in 1977, in technical and financial collaboration with Societe Des Electrodes Et Refractaires Savoie (SERS), a subsidiary of Pechiney of France. H.E.G is the world's largest single site plant of Graphite Electrodes situated at Mandideep nearby Bhopal in Madhya Pradesh (India) with a production capacity of 66,000 MT of Ultra High Power grade electrodes per annum. It is an ISO 9001 & ISO 14000 Certified industry.

LITERATURE REVIEW

Glowsen, J. (1971) "Quality of Working Life is basically giving space to every individual employee to develop themselves through their work and to take on their responsibilities."

Shrivastava, Suresh et al. (1975) In an extensive "Literature Review regarding Quality of Working Life of employees in organization several factors are correlated with job satisfaction that includes intrinsic nature of work, autonomy, democratic and supportive supervisory style and an organization climate that reflect organizational support, open communication and work autonomy".

Richard Walton (1975) “Quality of Work Life is the work culture that serves as cornerstone in an individual’s life”.

Spink (1975) viewed Quality of Working Life of employees in organization as “a degree of excellence in job and working conditions that contributes to overall employee’s satisfaction and enhance both individual and organizational effectiveness”.

De (1976) “Quality of Working Life of employees in organization is an indicator of how free society is from exploitation, injustice, inequality, oppression and restrictions on continuity of individual’s growth, leading to their overall complete development”.

Suttle, J.L., (1977) “Quality of Working Life is defined as the degree to which work is able to satisfy important personal basic needs of employees through their experience in organization is no longer relevant”.

Johnston, Carl, P. et.al. (1978) Mills, Ted, Ottawa: Labour Canada (1981) “Quality of Working Life of employees in organization consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employer”.

Lippitt, G.L. (1978) “Quality of Working Life term broadly refers to the degree by which work provides an opportunity for an individual to satisfy a wide variety of personal needs for employees in organization: to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievement and to have an opportunity to improve one’s skills and knowledge”.

Robert H. Guest (1979) “Quality of Working Life of employees in organization is a process by which an organization attempts to unlock creative potential of its employees by involving them in decisions affecting their work lives”.

RESEARCH METHODOLOGY

The researcher has used descriptive style for carrying out this research. The study was done among 100 employees of Hindustan Electro Graphite Limited, Mandideep. The sampling strategy adopted for this research is Convenient and random sampling. Variables are not directly observable. Thus, Primary Data was collected through structured questionnaire that has been prepared to get relevant information from respondents through close ended multiple choice questions. Secondary Data was collected from Books, Journals, Monographs, Unpublished Thesis, Government Reports & through Internet.

In this study, subjective productivity measurement method is used by researcher. The measures of this method are not defined on the basis of quantitative operational information but they are based on personnel’s subjective assessments taken by researcher. Wang & Gianakis (1999) have defined “subjective performance measure as an indicator used to assess individuals’ aggregated perceptions, attitudes or assessments toward an organizations product or service”. Subjective productivity data is usually collected through survey questionnaires and personal interviews of respondents.

DATA ANALYSIS & INTERPRETATION

By using Descriptive static technique frequencies distributions were made to determine Demographic Features of Respondents, Quality of Work Life Variables & Organization.

Correlation of different parameters with respect to Employees Productivity at H.E.G

Quality of Work Life Variables	Correlation Value
Work Culture	0.465
Working Hours	0.909
Work schedule	0.713
Work Autonomy	0.764
Job Rotation	0.985
Social Integration & Constitutionalism at Workplace	0.918
Welfare Measures	0.935
Vocational Training Facility	0.820
Training & Development	0.824
Career Growth Opportunities	0.809
Employees Involvement in Management	0.902
Pay Scale	0.866
Promotion Policy	0.865
Rewards & Recognition	0.935
Incentives & Compensation	0.887

Thus, researcher has used correlation technique to determine impact of Quality of Working Life of Employees on their Productivity with special reference to H.E.G, Mandideep. The researcher has found positive correlations of each Quality of Working Life Variable regarding Employees Productivity that itself represents that Quality of Working Life of Employees in Organization have deep impact on their Productivity.

As, Work Environment includes Work Culture, Working Hours, Alternative Work Schedule, Work Autonomy, Flexible Working Arrangements, Job Rotation, Social Integration & Constitutionalism at Work Place correlative value of these variables in relation to employees productivity is found to be 0.813 which shows that work environment has deep impact on employees productivity in organization.

When we correlate Vocational Training imparted to employees and their dependents with their productivity correlative value were found to be 0.820 that shows that Vocational Training have deep impact on employees productivity. When we correlate Employees Productivity with Training & Development Facility, Induction & Various Career Development Opportunities provided to employees within organization from time to time correlative value found was 0.824 & 0.829 respectively that itself shows that Induction, Training & Development Facility & Various Career Growth Opportunities have deep impact on Employees Productivity within organization.

When we compare Pay Scale, Rewards & Recognition, Incentives & Compensation with Employees Productivity within organization correlative value found was respectively 0.866, 0.935 & 0.887 that itself shows that if employees are being provided proper Pay Scale, Rewards

& Recognition, Incentives & Compensation their productivity would automatically increase. When we compare Promotion Policy of H.E.G with Employees Productivity correlative value was 0.865 that reveals that Promotion Policy adopted by organization have deep impact on their Employees Productivity.

H.E.G is encouraging Employees Participation in Management Decision Making that is creating a sense of belongingness and commitment among employees in organization which in turn enhances their productivity and the correlative

value found to be 0.902 that itself shows that Employees Participation in Management Decision Making have great impact on Employees Productivity within Organization. When we compare various Welfare Measures taken by industry with Employees Productivity correlative value was found to be 0.935 that itself denotes that Various Statutory & Non- Statutory Welfare Measures adopted by industry regarding Employees Welfare have deep impact on their Productivity.

CONCLUSION

Quality of Working Life is a multi-dimensional construct that is designated to improve employee's condition within organization that covers employees feeling regarding every aspect of work life that includes Fair Pay & Compensation, Economic Rewards & Benefits, Employment Security, Job Satisfaction, Employees Behavioural Aspects, Supervision, Growth & Development, Financial & Non-Financial Benefits, Working Conditions & Work Environment, Organizational & Interpersonal Relationships among employees in organization that have deep impact on Employees Productivity. Hindustan Electro Graphite Limited is pioneer in providing Various Statutory & Non Statutory Welfare Facilities to their employees in organization along with Safe & Healthy Work Environment creates deep impact on their Employees Productivity. Employees Participation in Management Decision Making encouraged by H.E.G proves to be an edge in industrial sector because it develops a sense of belongingness, oneness and strengthen employees commitment towards organization. Induction Programmes, Training & Development Facilities provided by organization to employees from time to time along with Vocational Training Facility provided to employees and their dependents in order to settle down their career not only sharpens their efficiency and skills but also enhances their Employees Productivity.

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