

A STUDY ON QUALITY OF WORK LIFE AMONG EMPLOYEES

Dr. V.P. MATHESWARAN, Ph.D., *
G. LATHA, MBA**

Abstract: In this modern era every employee wants a good employer, and every employer wants a good employee. Quality of Work Life refers to the favourableness and unfavourableness of job environment of people. Some consider it industrial democracy or codetermination with increased employee participation in the decision-making process. QWL refers to the extent which the members of an organization find the work environment conducive. The present study's objectives are to evaluate the work environment and company facilities, to find out the perception of employees regarding Fair compensation, to understand the influencing of the training and its impact on the development of employee's performance, to analyse the nature of supervision and level of job satisfaction among employees. For this study, the research design used was Descriptive in nature. Sampling Technique was used to Probability sampling or Simple Random Sampling. The effective sample size was 120. The research instrument used in this study is Questionnaire. Primary data was collected with the help of a questionnaire. Secondary data was collected from journals, magazines and other literature related to QWL. The respondents were the employees of Private automotive company, Chennai. Statistical tools were used such as percentage analysis. Data was analysed with the help of statistical tools using SPSS-25. The Suggestion made by the employees were mostly implemented whenever they were applicable. The study was undertaken by the objectives to find the satisfactory level of employees on their Quality of work life and identify the factors influence the Quality of work life. Majority of the employees are agreed or satisfied with the overall quality of my work life.

Keywords: Quality of Work Life, Work Environment, Automotive Company.

*Professor and Head, Department of Adult and Continuing Education, University of Madras.

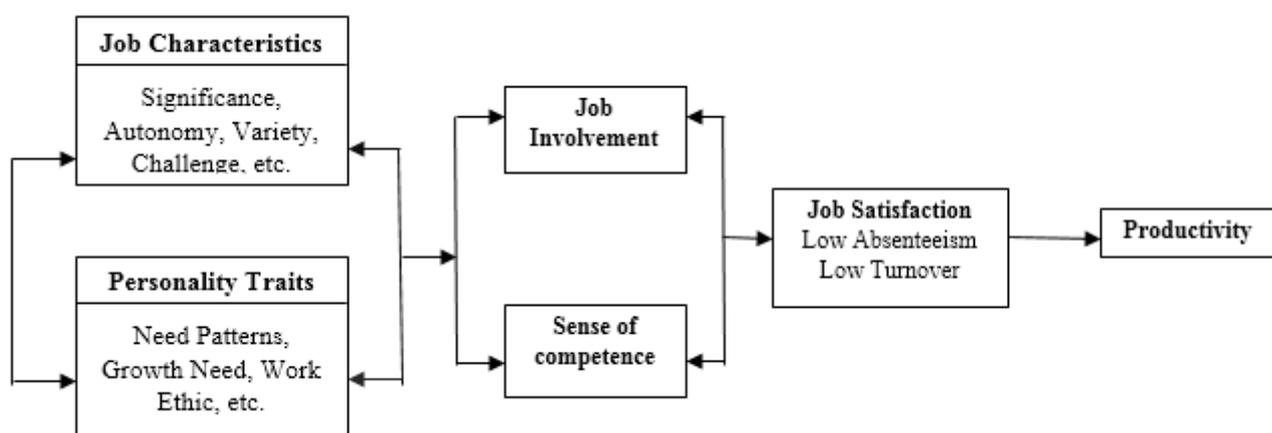
**Scholar, Department of Adult and Continuing Education, University of Madras.

INTRODUCTION

The term quality of work life (QWL) has different meaning for different people. In general terms, *QWL refers to the favourableness and unfavourableness of job environment of people.* Some consider it industrial democracy or codetermination with increased employee participation in the decision-making process. QWL means the relationship between employees and their total working environment. Job involvement, job satisfaction, sense of competence, productivity, etc., are used as indicators of QWL. Compensation, working conditions, Opportunity for growth, Social integration in work force, Constitutionalisation, Balance between personal and work life and social relevance of work are the main dimensions of QWL. Security, Equity, Individualism, Democracy are the main principles of QWL. Job enrichment, career growth, self-managed work groups, flexible work schedules, participative management, job security, administrative justice are the main techniques used to improve QWL. Quality of Work Life is becoming an increasingly popular concept in recent times.

Quality of work life denotes all the organizational inputs which aim at the employee's satisfaction and enhancing organizational effectiveness. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. Finally, others take a broader view of changing the entire organisational climate by humanising work, individualising organisations and changing the structural and managerial systems. The interrelationship between job characteristics, job satisfaction, sense of competence and motivation.

Figure: 1 A Conceptual Model of Quality of Work Life



NEED AND SCOPE OF THE STUDY

- The study is intended to evaluate the quality of work life of the employees because effective quality work life is essential to achieve goal of the organization. The presence of quality of work life in organization, leads to numerous positive outcomes. This study helps to realize the importance of quality of work life in an organization.
- The company will be able to identify the problems related to the QWL of its employees, their job satisfaction and work life balance. The study is expected to identify the bottlenecks in implementing the QWL programmes and the perception level of the employees about the implementation of QWL programmes. QWL study helps to identify the morale of the workers (i.e.) the degree to which the employees are happy, committed, motivated and willing to stay with the organization.

OBJECTIVES OF THE STUDY

- To analyse the work environment and company facilities.
- To find out the perception of employees regarding Fair compensation
- To understand the influencing of the training and its impact on the development of employee's performance.
- To analyse the nature of supervision and level of job satisfaction among employees.
- To suggest measures for improving the QWL of the employees.

REVIEW OF LITERATURE

Raluca Rusu, (2016), In the dynamic time in which we live, job and life satisfaction have emerged as major issues in the field of organizational behaviour. This could be attributed to the fact that employees who attain high levels of job and life satisfaction tend to be highly motivated and work more efficiently. Consequently, starting from a secondary analysis based on data provided by the European Working Condition Survey, the present paper aims at drawing a picture of the way employed population in Romania relates to different quality components of work life. Kiran Bala.B, Selvam.K.G et al.,(2013) To proceed with the study, the researcher took structured questionnaire which was under various parameters such as working environment, compensation and welfare, grievance, stress, incentives, employees' relation, etc. The whole population of employees was taken for conducting the survey. The sample size taken for the study was 100 with convenience sampling technique, to describe the study under description research design, statistical tools were used such as percentage analysis and Chi-square analysis. It can be improved by attaining the needs of employees in order to retain them and achieve their organizational good with the help of suggestion recommended in the study towards the expectation level of the employer. Bhatia and Valecha (1981) had based their studies on the problem of absenteeism rates in textile factories. They suggested that closer attention should be paid to improve QWL in order to reduce the rate of absenteeism. Sinha, D. (2013) in her research work titled 'A Comparative Study of Quality of Work Life & its Effect on Job Satisfaction on the Employees of Public & Private Sector Banks' found a very strong and positive correlation between QWL and job satisfaction. The degree of both QWL and job satisfaction was higher in case of public-sector banks as compared to private-sector banks

RESEARCH METHODOLOGY

Research as a systematized effort to gain new knowledge. Research in common parlance refers to a search for knowledge. In short, the search for knowledge through objective and systematic method of finding solution to a problem is research. As such the term 'research' refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analysing the facts and reaching certain conclusion either in the form of solution towards the concerned problem or in certain generalisations for some theoretical formulation.

For this study, the type of research design used in the project was Descriptive in nature, because it helps to describe a particular situation prevailing within a company. Sampling Technique used to choose the Sample was Probability sampling or Simple Random Sampling. The effective sample size was 120. Both the primary and secondary data collection method was used in the project. Primary data are those that are collected at first hand for the first time. Secondary data have been derived from the books, published research articles, and websites. The research instrument used in this study is Questionnaire. Primary data was collected with the help of a questionnaire. Secondary data was collected from journals, magazines and other literature related to QWL. The respondents were the employees of Delfingen India Pvt Ltd. Statistical tools were used such as percentage analysis. Data was analysed with the help of statistical tools using SPSS-25.

DATA ANALYSIS AND INTERPRETATION

Table 1 - Respondents of the Demographic profile

Parameter	Category	Frequency (N)	Percentage (%)
Gender	Male	100	83.3
	Female	20	16.7
Age	21-25years	64	53.3
	26-30years	40	33.3
	31-35years	11	9.2
	Above 35 years	5	4.2
Education Qualification	Diploma	54	45
	UG	45	37.5
	PG	21	17.5
Marital Status	Married	32	26.7
	Unmarried	88	73.3
Annual Income	1- 3 lacs	75	62.5
	3.1-5 lacs	41	34.2
	Above 5 lacs	4	3.3
Work Experience	1-5years	52	43.3
	6-10years	59	49.2
	Above 10years	9	7.5

Source: Primary Data

INFERENCE:

From the table1, it can be seen that 83% employees in the organisation were males while 17% respondents were females. According to this study, 53% respondents were in the age group of 21-25 years, which shows the attractiveness of automotive organisation amongst youngsters, 33% respondents belonged to the age bracket 26-30 years, 9.2% respondents were in the age group of 31-35years, and remaining 4.2% of the respondents belong to Above 35 years Age category. It was found that only 17.5% respondents were PG, while 37.5% were UG and remaining 45% respondents are Diploma Holder. Most of the respondents were only under the Unmarried (73.3%) category, and remaining 26.7% respondents are Married category. Above table shows that 62.5% employees were 1-3 lakhs, while 34.2% respondents were 3.1-5 lakhs, and remaining 3.3% respondents are the above 5 lakhs. It can be seen that 43.3% respondents were 1-5years, while 49.2% respondents are 6-10years and remaining 7.5% respondents have Above 10years of experience in the organisation.

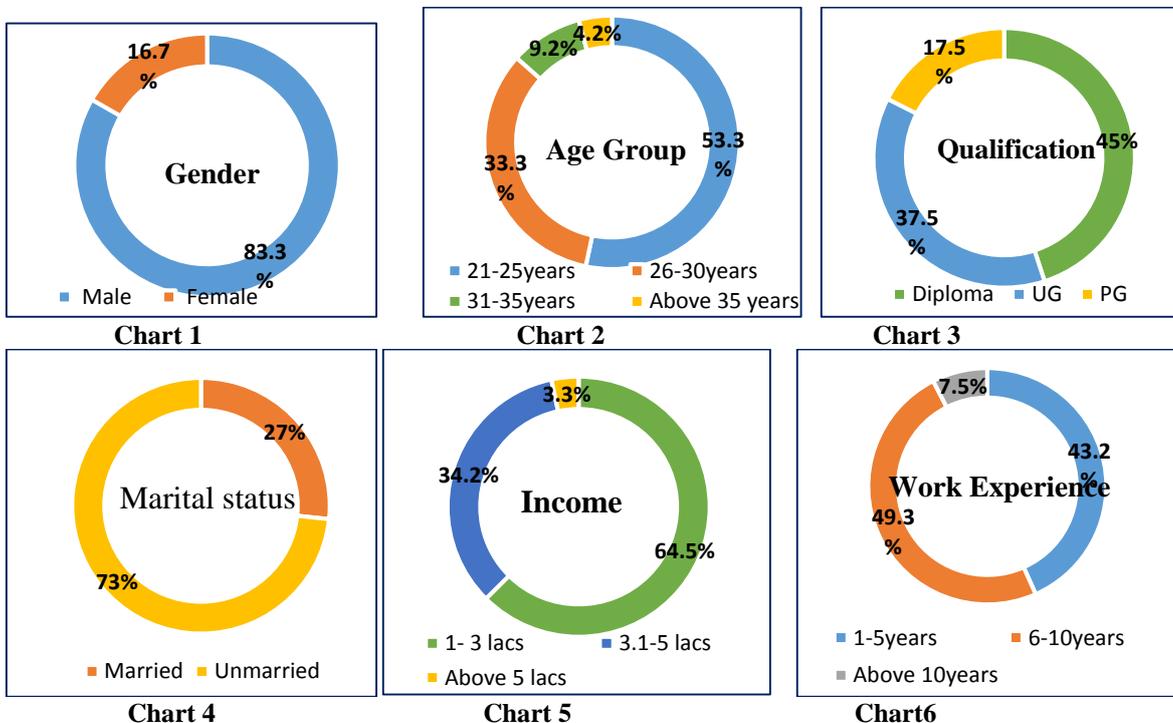


Table 2 - Agreeableness towards various measures of QWL

S.No	Factors / Statements	A (%)	N (%)	DA (%)
1.	Working conditions	67.5	28.3	4.2
2.	Risks and hazards of my work environment	36.7	55	8.3
3.	Sufficient space, light and ventilation at my work place	46.7	47.5	5.8
4.	Adequate leave facilities at my company	63.3	26.7	10
5.	Canteen and transport facilities	82.5	9.2	8.3
6.	Medical and Health care facilities	68.3	20.8	10.8
7.	Receive the proper training	64.2	26.7	9.2
8.	My efficiency after Training have improved	59.2	34.2	6.7
9.	Recognition and useful feedback on my job performance	62.5	25.8	11.7
10.	Supervisor is a good communicator	59.2	24.2	16.7
11.	Participation of Decision Making	20	20.3	59.7
12.	Satisfied with the balance between work and personal life	29	30.8	40.2
13.	My work place is stress free	25	24.8	50.2
14.	Compensation fulfil basic needs and social needs	15	34.2	50.8
15.	Rewarded for Outstanding work	20	39.8	40.2

INFERENCE:

Using percentage analysis, from table 2, it was found that the maximum employees were 67.5% agreed that their organization provide working condition, while 28.3% respondents are Neutral and remaining 4.2% employees are disagreeing. In terms of risks and hazards of work environment, 36.7% respondents are agreeing but at the same time 55% respondents are Neutral. In the organization employees are bound with the rigid 46.7% respondents are agreeing, while 47.5% of respondents are neutral the Sufficient space, light and ventilation at my work place and remaining 5.8% respondents are disagreeing. It was found that 63.3% respondents are agreeing the adequate leave facility at the organization, while 26.7% and 10% employees are neutral and disagreeing. In terms of Canteen and transport facilities, 82.5% respondents are agreeing, 9.2% employees are neutral and 8.3% of the employees are not accepting. As far as training and development opportunities are concerned, 64.2% agreed that their organisations provide training, while 26.7% employees are neutral and remaining 9.2% respondents are disagreeing. 59.2% employees are accepting in my efficiency after Training have improved. 62.5 percent respondents said that the supervisor gives a meaningful recognition and useful feedback on their job performance at work place. 59.2% employees are agreed Supervisor is a good communicator, while 24.2% respondents are neutral and remaining 16.7% are disagreed. 59.7 percent employees said that they didn't get participation of Decision Making in an organization. In terms of work-life balance 40.2 percent respondents felt that their family life is affected negatively because of excessive workload, but at the same time 30.8 percent respondents felt that their agreed. During the study it was found that 50.8 percent of the respondents were not happy with the compensation fulfil basic needs and social needs, while 34.2% employees are neutral and remaining 15% respondents are disagreed. In terms, 50.2% employees are disagreed the work place is stress free. It was felt by 40.2% respondents that the rewarded for Outstanding work were not satisfactory at the same time 39% respondents are neutral and remaining 20% employees are agreed.

MAIN FINDINGS

- ✓ Findings Related to Demographic Characteristics such as majority of the respondents are Male (83.3%), age group of 21-25 years (53.3%), Diploma holder (45%) and UG (37.5%), received Rs.1-3 lakhs (47%), Unmarried (73%), Work Experience (49.2%).
- ✓ The maximum employees were highly satisfied or agreed with Work Environment such as 67.5% respondents are agreed that their organization working condition, 55% respondents are Neutral the risks and hazards of work environment, 46.7% employees are agreed space, light and ventilation at work place.
- ✓ Majority of the respondents are highly satisfied with the organisation facilities that their adequate leave facilities at the company (63.3%), canteen and transport facilities (82.5%), Medical and Health care facilities (68.3%).
- ✓ Most of the respondents are agreed with the Training and Development that their employees receive the proper training of an organisation (64.2%), accepted their efficiency after Training have improved (59.2%).
- ✓ The maximum employees are accepted with the nature of supervision, 62.5% employees are accepted that their supervisor gives a meaningful recognition and useful feedback on the employee's job performance, the supervisor is a good communicator (59.2%).
- ✓ Majority of the employees said that not satisfactory with the level of job satisfaction that their participation of Decision Making in an organization (59.7%), work-life balance 40.2% employees are felt that their family life is affected negatively, but at the same time 30.8% employees are felt that their agreed.
- ✓ During the study it was found that the employees were not happy with the fair compensation fulfil basic needs and social needs (50.8%), while 34.2% employees are neutral. 40.2% employees rewarded for Outstanding work are disagreed at the same time 39% respondents are neutral.

DISCUSSIONS

- ✂ To give the chance by participating the Decision making in an organization.
- ✂ Employees feel free to offer comments and suggestions at workplace is needed.
- ✂ Employees are needed better salary packages and rewards or incentives, Better support and motivation to employees.
- ✂ Autonomy in doing their work can be encouraged with minimum supervision.
- ✂ More attention and care can be taken to the resources (Equipment's, Materials and information etc.) needed to do the job effectively.
- ✂ Employee suggestion icon can be implemented in the organisation HRIS portal to voice their opinions freely and anonymously.
- ✂ Flexi-time can be adopted by the organisation for better work life balance of employees.

CONCLUSION

Quality of Work Life (QWL) is a comprehensive construct that includes an individual's job related well-being and the extent to which work experience are rewarding, fulfilling and devoid of stress and other negative personal consequences. This study also reveals that all element of QWL, namely, Work environment, organizational facilities, training and development, nature of supervision, employee support and work stress, level of job satisfaction, motivation and compensation and communication and organizational commitment. Almost all of the variables reported a positive correlation between each other.

The study was undertaken by the objectives to find the satisfactory level of employees on their Quality of work life and identify the factors influence the Quality of work life. The findings and discussions from the study can be used fruitfully for improving the Quality of work life of employees. By providing better quality of work life, the following result can be achieved: To satisfy their job such as to give the chance by participating the decision making in an organization and feel free to offer comments and suggestions at workplace, Employees are needed better salary packages and rewards or incentives, Better support and motivation to employees needed, better performance of employees, more devotion and dedication towards work, reduced absenteeism and better social image of the Organisation.

BIBLIOGRAPHY

- Gupta C.B, (2012)**, Human Resource Management (Text and Case), *Published by Sultan Chand & Sons*, New Delhi.
- Kothari C.R, (2011)**, Research Methodology (Methods and Techniques), *New Age International Publishers*, New Delhi.
- Raluca Rusu, (2016)**, The Influence of Quality of Work Life on Work Performance "Nicolae Bălcescu" Land Forces Academy, Sibiu, Romania, *DE GRUYTER Open, International Conference Knowledge-Based Organization*, Vol. XXII, Issue No 2, pp.960-965, DOI: 10.1515/kbo-2016-0084
- Kiran Bala. B, Selvam. K.G et al., (2013)** A Study on Quality of Work Life in Aditya Trading Solution Pvt. Ltd, Trichy, *International Journal of Research in Management & Technology (IJRMT)*, Vol. 3, Issue No.1,(February), pp. 24-30, ISSN: 2249-9563
- Bhatia, S. K. and Valecha, G. K. (1981)**. A Review of Research Findings on Absenteeism. *Indian Journal of Industrial Relations*. October 1981. Vol. 17(2), pp 1234.
- Sinha, D. (2013)**. PhD Desertation 'A Comparative Study of Quality of Work Life & its Effect on Job Satisfaction on the Employees of Public & Private Sector Banks'. *Uttar Pradesh Rajarshi Tandon Open University*, Allahabad (U.P.), India.

www.scribd.com

www.academia.edu

www.slideshare.net