

A STUDY ON QUALITY WORK LIFE OF EMPLOYEES: AN EMPIRICAL STUDY

Hemanth Kumar*

Abstract

It aims to increase an insight into current working life policies and practices, as well as work-life balance issues of employees. Quality of Work Life (QWL) provides for the balanced relationship among work, non-work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations, etc. This report is formulated after a thorough research and is based on the information given by the company employees. Primary data is collected through questionnaire and secondary data is collected from company's records & websites. The primary data was analyzed with the help of statistical tool simple percentage analysis, Chi-square Test and one way ANOVA. Findings were drawn and appropriate suggestions are given to improve the job rotation process, and to provide effective training session to the Employees. From the study we can understand that mutually convenient time and Place for discussion about the Quality of Work Life should be scheduled and enough time and privacy should be needed.

Key Words : Quality life balance, Work environment, Employees, Satisfaction

**Assistant Professor, St Aloysius Degree College & Centre for PG Studies, Bangalore,
Email : hemanth73503@gmail.com*

Introduction

Quality of work life is a prescriptive concept; it attempts to design Work environment so as to maximize concern for human welfare. It is a goal, as well as a process. The goal is the creation of more Involving, Satisfying and effective jobs and works environments for People at all Leave of the organizations, as a process, quality of work Life involves efforts to realize this good through active Participation. The while essence of quality of work life may be stated thus:

“The quality of work life is cooperative rather than authoritarian: Evolutionary and open rather than static and rigid; informal rather than Rule-bound; impersonal rather than mechanistic; Mutual Respect and trust Rather than hatred against each other.

According to Lloyd shuttle,” Quality of work life in the Degree to which members of a work organization are able to satisfy Important Personal needs through their experience in the organization”.

Quality of Work Life (QWL) is quick phrase that encompasses a lot, because it refers to the thing an employer does that adds to the lives of employees. Those “things” are some combination of benefits explicit and implied tangible and intangible that make somewhere a good place to work. Implied in the area of QWL is the notion that to be a good employer, a business or institution must recognize that employees have lives before and after work. That recognition in turn creates trust and loyalty among employees, every benefit, and the world is a better place.

Objectives of the Study

- ❖ To understand the factors influencing towards quality of work life in Sundram Fasteners Limited
- ❖ To find out effects of quality of work life in Sundram Fasteners limited
- ❖ To find out way to improve quality of work life in Sundram Fasteners limited

- ❖ To gain an insight into current working time policies and practices, as well as Work-life balance issues in Sundram Fasteners limited

Scope of the Study

Quality of work life focuses on the problem of creating a human working environment. Where employees work cooperatively and achieve results collectively. This study attempts made on the quality of work life in sundram fastener limited. This study will bring out the importance and its effectiveness of work life practice in the organization. This result can be useful to researcher to do research in further

Limitations of the Study

- ❖ It may be noted that this study has the following some limitations
- ❖ The quality of work life is a vast subject, the most common factors that are influencing the quality of work life only were considered in this study.
- ❖ The data were collected from permanent employee only, the other employees were not considered.

Review of Literature

Saad, H. S., Samah,et al, (2008)This study aims to find out about the employee's perception of their work-life quality in the university. Previous studies indicated that employees' perception on work life quality significantly influenced their job satisfaction. 251 employees in the university participated in this study. Ten variables to measure Quality Work Life (QWL) are examined namely support from organization, work-family conflict, relationship with peers, self-competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables are tested the relationship with job satisfaction.

Nanjundeswaraswamy, T. S., &Swamy (2013) A high quality of work life (QWL) is essential for all organizations to continue to attract and retain employee. There is an impressive contribution by technical Institutions to the development of technology and economy of our nation. The study helps the technical institution employees to know the level of perception towards QWL and to enhance the same by the management. The sample consists of 109 employees of a technical institution. The questionnaire was designed based on nine important components of QWL. The research reveals that male employees are more satisfied than female employees.

Chan, K. W., & Wyatt, T. A. (2007).This study examines Quality of Work Life (QWL) in China in terms of how their work lives satisfy eight basic needs of employees and how the satisfaction of each individual need in their work life affects employees' job satisfaction, affective commitment, turnover intention, life satisfaction and general well-being. A total of 319 questionnaires were collected from eight organizations in Shanghai, China. Based on the need satisfaction theory and spillover theory in the QWL literature, hypotheses are derived and tested. Results confirm hypotheses regarding the relationship between perceived QWL and all the dependent variables. Multiple regression analyses confirm using levels of satisfaction of six different individual needs as significant predictors of the five dependent variables.

Reddy, L. (2010) has Many factors determine the meaning of Quality of Work Life (QWL), one of which is work environment. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation. This article reviews the meaning of QWL, analyses dimensions of QWL, practices of QWL, techniques for improving QWL and judgment methods of QWL in an organisation. The dimensions of QWL include health and wellbeing, job security, job satisfaction, competence development and the balance between work and nonwork life.

Rathi, N. (2009). has made an attempt an important constituent of an individual's life and is integral to the life of all human beings. An individual's experiences in the workplace and his/her Quality of Work Life (QWL) influences his/her health and well-being, besides affecting organizational outcomes. This study explores the relationship between an individual's QWL and psychological well-being, and investigates the influence of the former on the latter, using a sample of 144 employees of various organizations in India. The results of the study show that there is a significant relationship between an individual's QWL and psychological well-being. Moreover, QWL is found to be an important predictor of an employee's psychological well-being.

Normala, D. (2010) has determined the quality of work life (QWL) of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment. The purpose of this paper was to investigate the relationship between quality of work life and organizational commitment among a sample of employees in Malaysia. Seven QWL variables were examined namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment.

Permarupan, P. Y., Al-Mamun,(2013) have examined the relationship between the quality of work life (QWL), employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia. A total of 334 middle management level employees were selected to participate in this study. QWL was measured with five dimensions which are 'fair and appropriate salary', 'working conditions', and 'capacities at work ', 'opportunities at work 'and' organization climate. The intervening and dependent variables are job involvement and affective

commitment respectively. The results indicated that working conditions, opportunities at work and climate organization had a relatively higher impact on 'job involvement' and 'affective commitment'. Findings of this study contributed to the knowledge and understanding of the effect of the selected factors, which leads to better understanding among the practice for both public and private organizations in Malaysia towards attainment of a superior level of efficiency to thrive in an ever competitive business world.

Research Methodology

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. A research design is an arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In this study descriptive research design has been used.

Descriptive research design is a scientific method which involves observing and primary data was collected from St. Johns Freight Systems Ltd. The primary data was collection through structured questionnaire. In this study convenience sampling technique was used. In this methods sample were collected based on the convenience of both the researcher and the respondent.

Tools of the Study

Chi-Square Test

One- Way Anova

Data Analysis and Interpretation

Table 1

Age of the respondents

Factors	No. of Respondents
Below 20	0
21 – 30Years	45
31-40	27
41-50	18
Above 50	10
Total	100

Source: Computed from Primary data

From the above table it is clear that 45% respondents are in the age group of below 21- 30 years, below-27% of respondents are in the age group of 31-40 years, 18% of respondents are in the age group of 41-50 years, 10% and of respondents are in the age group of above 50years.

Table 2

Respondents on the basis of marital status

Factors	No. of respondents
Married	65
Unmarried	45
Total	100

Source: Computed from Primary data

From the above table, it found that 65% of the respondents belong to the married category and 45% of respondents belong to the single category.

Table 3
Respondents on the basis of Years of Experience

Factors	No. of respondents
Below 5	28
6-10 year	25
10– 15 year	17
15-20	18
Above21	12
Total	100

Source: Computed from Primary data

From the above table it was inferred that 28 per cent of the respondents have the experience of less than Below 5 years, 25 per cent of the respondents have the experience of 6-10years, 17% of the respondents have the experience of 11-15 years, 18% of the respondents have the experience of 16-20 years, 12% of the respondents have the experience above 21 years.

Table 4
Respondents on the basic of income of employee

Factors	No. of respondents
Below- 10000	28
10000-20000	32
20000-30000	12
Above-30000	28
Total	100

Source: Computed from Primary data

The table shows that, majority 32% of the respondents belong to less than 1000- 20000 and 28% of below income 10000, and the remaining 12% of the respondents belong the income group of 20000-30000 and 28% of the above 30000income.

Table 5

Satisfaction level on the motivation given in the work environment

Factors	No. of respondents
Very High	30
High	20
Moderate	18
Low	16
Very Low	16
Total	100

Source: Computed from Primary data

The above table 5, indicates that the 30 per cent of the respondents motivated in the very high order from the environment and 20 per cent of the employees from the given situation. More than 50 per cent has getting the positive environment in the high order level.

Table 6

Chi-square test showing the relationship between year of Age and Job performance of the Employees

Age of the years	High	Very high	Moderate	Low	Total
20-30	12	13	11	9	45
31-40	6	7	5	9	27
Above 40	8	6	8	6	28
Total	26	26	24	24	100

Source: Computed from Primary data

H_0 : There is significant relationship between Age and Job performance of the employees

H_1 : There is no significant relationship between age and job performance of the employees

Calculatedvalue	2.5492
Tablevalue	26.296
Levelofsignificance	5 %
Degreesoffreedom	6
Calculated value > table value	H0: Rejected

Source: Computed from Primary data

Thecalculatedvalueis7.249itisgreaterthanthetablevalue26.296.Sowereject the null hypothesis (HO) and accept the alternative hypothesis(H1).

Table 7
Chi-square test showing the relationship between year of experience and promotion policy

Year of Experience	High	Very high	Moderate	Low	Total
Below 5	10	5	6	7	28
6-10 year	6	6	5	7	25
11–15year	5	5	5	3	17
Above 15	8	7	9	6	30
Total	29	23	25	23	100

Source: Computed from Primary data

H₀: There is significant relationship between year of experience and promotion policy offered by the company

H₁: There is no significant relationship between year of experience and promotion policy offered by the company

Calculatedvalue	2.8938
Tablevalue	16.916
Levelofsignificance	5 %
Degreesoffreedom	9
Calculated value > table value	H0: Rejected

Source: Computed from Primary data

The calculated value is 1.21962 it is less than the table value 16.916 so we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁)

Table 8
One-Way Anova Test Result between education and welfare facilities

Education				
	High	Moderate	Low	
UG	8	6	14	28
PG	12	9	5	26
Diploma	6	10	8	24
Others	5	10	7	22
Total	31	35	34	100

Source: Computed from Primary data

H₀: There is no significant relationship between the years of education and welfare facilities provided to the employees.

H₁: There is significant relationship between the education and welfare facilities provided to the employees.

SS Between = 2.1668

SS Within = 84.491

SS for Total Variance = 86.65

Source of Variance	Sum of Square	Degrees of Freedom	Mean Square	F Ratio	5% F Limit
Between Sample	2.1668	(4-1) = 3	2.168/3 = 0.7222	0.7222/5.63 = 0.1282	F(3,15) =
Within Sample	84.491	(16-1) = 15	84.491/15 = 5.63		
Total	86.65	18			

Source: Computed from Primary data

The above table shows that the calculated value of F is 0.1282 which is greater than the Table value of 3.29 at 5% level with degrees of freedom being $v_1=4$ and $v_2=9$. Hence could have arisen due to chance. This analysis is supported the null hypothesis.

Table 9
One-Way Anova Test Result on income and reward linked to job performance

H0: There is no significant relationship between the Income and reward linked job performance.

H1: There is significant relationship between the Income and reward linked job Performance.

Education	High	Moderate	Low	Total
Below-10000	8	6	14	28
10000-20000	12	10	10	32
20000-30000	6	4	2	24
Above-30000	8	10	10	28
Total	34	30	36	100

Source: Computed from Primary data

Source of Variance	Sum of Square	Degrees of Freedom	Mean Square	F Ratio	5% F Limit
Between Sample	4.668	$(4-1) = 3$	$4.668/3 = 1.556$	$1.556/6.134 = 0.2536$	$F(3,15) = 3.29$
Within Sample	92.01	$(16-1) = 15$	$92.01/15 = 6.134$		
Total	96.669	18			

Source: Computed from Primary data

The above table shows that the calculated value of F is 0.2536 which is less than the Table value of 3.29 at 5% level with degrees of freedom being $v_1=4$ and $v_2=9$. Hence could have arisen due to chance. This analysis supports the null hypothesis.

Conclusion

This overall observation of the activities of the firm helps us to gain insight about the best practices followed by Sundram Fasteners Limited (SFL), which makes it, one of the internationally acclaimed automotive component manufacturers. SFL being an indigenous firm is in the process of raising its standards to Multi National company (MNC) norms and strives towards maintaining a paperless office. The future goal of the firm is to be the premier automotive component manufacturer among the competitors. The quality of work life in SFL is satisfactory. There were few defects in the system; it can be reduced through periodical opinion report collected in all the working domain.

References

- Chan, K. W., Wyatt, T. A. (2007). Quality of work life: A study of employees in Shanghai, China. *Asia Pacific Business Review*, 13(4), 501-517.
- Nanjundeswaraswamy, T. S., Swamy, D. R. (2013). QualityInternational journal for quality research, 7(3).
- Normala, D. (2010). Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firms. *International journal of business and management*, 5(10), 75-82.
- Permarupan, P. Y., Al-Mamun,(2013). Quality of work life on employees job involvement and affective commitment between the public and private sector in Malaysia. *Asian Social Science*, 9(7), 268.

Reddy, L. (2010). Quality of work life of employees: emerging dimensions.

Rathi, N. (2009). Relationship of Quality of Work Life with Employees' Psychological Well-Being. *International journal of business insights & transformation*, 3(1).

Saad, H. S., Samah, A. J. A., (2008). Employees' perception on quality work life and job satisfaction in a private higher learning institution. *International Review of Business Research Papers*, 4(3), 23-34.