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## A STUDY ON QUALITY OF WORK LIFE OF THE EMPLOYEES OF SELECTED COMPANIES IN NANJANGUDU INDUSTRIAL AREA, MYSURU DISTRICT

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### ABSTRACT

*Quality of work life is becoming a vital issue to achieve the goals of the organization in every sector. Attrition, employee's commitment, productivity etc. depend upon the dimensions of Quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work life balance, proper grievances handling, welfare facilities, work environment, etc. If organization provides a better QWL then it develops the healthy working environment as well as satisfied employee. High QWL can give a result in better organizational performance, effectiveness, innovativeness, etc. Consequently, to contribute better life for all those peoples who are organizational members serve and with whom they deal and interact. Today, quality of work life also affects the corporate social responsibility. Quality of work life is the documentation between the employees and their organization it improves the family life as well as work life of the individual. The term Quality of Work Life (QWL) aims at changing entire organizational climate by humanizing work, individualizing the organization and changing the structural and managerial system. Also it creates an opportunity for the organisations to understand the employees behaviour towards their work. As it gives a brief explanation about the perception of the employees, it helps the companies to improve their working condition and also can motivate the employees to increase the performance.*

### KEYWORDS

career growth, job satisfaction, performance, quality of work life, safety and security.

### INTRODUCTION

The quality of work life was introduced in the late 1960's to understand the effects of the job/work on the employees working condition and their health and also it is a way to influence the employees positively to understand the work experience of the employees. In the middle of 1970's employees were more concern about the working condition and design of work where they are trying to improve their work life. In the next decade of 1980's quality of work life included other features like job satisfaction and productivity and these features where the reward system, working condition, working environment, employees' rights and needs.

However, the rapid changes in the business world, factors like globalisation, information technology, world business competitiveness and scarcity of natural resources have changed the overall outlook of how a good company is defined. The ethics of quality of work life and job satisfaction are important to consider predicting the sustainability and a good business organisation.

Quality of work life (QWL) refers to the favourableness or unfavourableness of a job environment for the people working in an organisation. The period of scientific management which focused solely on specialisation and efficiency, has undergone a revolutionary change.

The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

Quality of work life is a process of work organisation which enable its members at all levels to actively participate in shaping the organisation environment method and outcome. The level based process is aimed towards meeting the twin goal of enhanced effectiveness of organisation and improved quality of work life for employees

#### 1. ADEQUATE AND FAIR COMPENSATION

The salary structure of employees should be just, fair and equitable. It should ensure reasonable wages to employees so that they can keep a desirable standard of life. Payment of Wages Act, 1936 and Minimum Wages Act 1948 safeguard the interests of the workers regarding payment of wages.

It should be clearly understood that for QWL, cash payment is not the only answer. However, hefty salaries are being paid to the knowledge workers so as the meet their basic and higher level needs for improving their QWL.

#### 2. SAFE AND HEALTHY WORKING CONDITIONS

In India, Factories Act 1948 contains a number of provisions relating to safety and health of employees. Employers are increasingly trying to provide better working conditions to their workers as compared to their competitors. Flexi-hours of work, zero risk physical conditions of work and safety against noise, pollution, fume, gases etc. go a long way in effecting the quality of work life.

#### 3. OPPORTUNITY TO USE AND DEVELOP HUMAN CAPACITIES

The QWL will be better if the jobs allow sufficient autonomy and control to its employees. The workers must be given an opportunity to use their skills, abilities and initiative in planning and implementing the work. The senior persons can keep a watch and a constant control and also provide immediate feedback to the workers. Corrective measures can be taken immediately in the light of this feedback.



**4. OPPORTUNITY TO GROWTH AND SECURITY**

When employees are offered opportunities to grow in an organisation by providing promotion ladder, it helps in improving the QWL. There is an inner desire in every employee for career progression. If the job is dead-end, it must be made clear to the employee at the outset.

**5. SOCIAL INTEGRATION IN THE WORK ORGANISATION**

An employee develops a sense of belongingness to the organisation where he works. Discrimination among the employees on the basis of age, gender, cast, creed, religion etc. can act as a hindrance in the way of social intergration. Workers develop self-respect as a result of social integration and it improves the quality of work life.

**6. CONSTITUTION IN THE WORK ORGANISATION**

Every employee should be entitled to some privileges such as personal privacy, right to expression, right to equitable treatment etc. These should be governed by certain rules and regulations. In short, there should be the 'Rule of Law' as per the constitution of the enterprise.

**7. WORK AND TOTAL LIFE SPAN**

Certain employees are required to work for late hours or are frequently transferred or have to do a lot of travelling as a part of their duty. This definitely affects their QWL as they remain away from their families for a long period of time.

**8. SOCIAL RELEVANCE OF WORK LIFE**

Those business enterprises which are engaged in discharging their social responsibilities contribute to QWL. If a concern does not care for social obligations, the employees of such organisation cannot expect a better QWL. Low quality products, no control on pollution, bad employment practices are indicators of low QWL.

**REVIEW OF LITERATURE**

**Hackett, Sesser and Schlesinger (1997)** define QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations' growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL.

**Lau, Wong, Chan and Law (2001)** operational zed QWL as the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual who is not satisfied with reward may be satisfied with the job security and to some extent would enjoy the career opportunity provided by the organization for their personal as well as professional growth.

**Karrer and Khurana (1996)** found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

**Singh (1983)** conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management.

**Bhatia and Valecha (1981)** studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life.

**Trist (1981)** suggested that there should be optimum level of autonomy according to requirements of technology system.

**Allenspach's (1975)** report on flexible working hours based on experiments in Switzerland, discussed its advantages and disadvantages, including its effects on job satisfaction and employee and management attitude.

**STATEMENT OF THE PROBLEM**

The term Quality of Work life refers to values and attitude contained in working life of any employee. The working life of employees consists of various factors such as, Pay, Promotion, Opportunity for Continued Growth and Security, Benefits, Contingent Rewards, Safe and Healthy Working Conditions, Operating Procedures, Co-workers and Supervision, Nature of Work, Social Integration in the Work Organization, Work and Total Life Space, and Social Relevance of Working Life; each of which plays its role in evaluating working life. Maintaining organizational health as well as the employee's satisfaction on a regular basis is one of key factor for achieving organizational success and also for the organizational sustainability. If quality of life at work could be improved, it would benefit and reward the individual employee and the organization, its employees and society as a whole. As employers try to address employee turnover and job satisfaction issues, they must first determine what the issues are. As more companies start to realize that a happy employee is a productive employee, they have started to look for ways to improve the work environment. Many have implemented various work-life programs to help employees, including alternate work arrangements. It cannot be defined or connoted in a few terms or sentences as it is the convergence of various factors like nature of the job, nature of the individual employee and employer, work environment, social condition, job facilities, objectives and goals of the organization, qualification, experience and visions of human elements involved.

**OBJECTIVES**

1. To find out how the quality of work life leads to high satisfaction and performance of employees.
2. To identify the major factor that influences the quality of work of life of employees.
3. To find out the dimensions used most and last under quality of work life.

**METHOD OF DATA COLLECTION**

Among the various methods, which can be used to collect the primary data, the researcher has adopted two methods which are Personal Interview method and Questionnaire method. The researcher has prepared questionnaires, which contained multiple choice questions. The respondent's opinions are collected with regard to the problem with the help of the questionnaires.

**SAMPLING UNIT**

The respondents of the study are part of population of employees of Nanjangudu Industrial area. Some of the employees are considered to be the sampling unit.

**SAMPLE SIZE**

Some of the employee's strength is identified; meanwhile the sampling size is confined only for 100 employees of various positions in their jobs. Convenient sampling is adopted to get insight about the study.

**TABLE 1: EMPLOYEES' SATISFACTION WITH CURRENT JOB**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	7	7
Agree	93	93
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	100	100

Interpretation: Above table reveals that 7% of respondents are highly satisfied, 93% of respondents are satisfied, No employees remaining are neutral, dissatisfied and highly dissatisfied.

**TABLE 2: EMPLOYEES' SATISFACTION WITH SALARY PACKAGE**

Opinion	No. of respondent	Percentage (%)
Highly Satisfied	0	0
Satisfied	20	20
Neutral	66	66
Dissatisfied	14	14
Highly Dissatisfied	0	0
Total	100	100

Interpretation: From the above table we can say that 20% of respondents are satisfied with the current salary package, 66% of respondents are neutral, and the rest 14% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

**TABLE 3: EMPLOYEE'S OPINION REGARDING THE QUALITY OF WORK LIFE**

Opinion	No. of respondent	Percentage (%)
Very Good	0	0
Good	44	44
Neutral	56	56
Bad	0	0
Very bad	0	0
Total	100	100

Interpretation: It is inferred 44% of respondent had good opinion about the quality of work life in the organization. 56% of respondents are ok about the quality of work life in Salem Steel Plant and no respondents say that quality of work life is very good, bad and very bad.

**TABLE 4: EMPLOYEES' OPINION REGARDING THE CORDIAL RELATIONSHIP BETWEEN THE EMPLOYEES AND SUPERIORS**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	8	8
Agree	66	66
Moderate	22	22
Disagree	4	4
Highly Disagree	0	0
Total	100	100

Interpretation: Above table shows that 8% of respondents strongly agree, 66% of respondents are agree, 22% of respondents are moderate, 4% are dissatisfied and 0% of respondents are highly disagree.

**TABLE 5: EMPLOYEES' OPINION REGARDING THE SAFETY AND HEALTHY WORKING CONDITIONS**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	10	10
Agree	64	64
Moderate	24	24
Disagree	2	2
Highly Disagree	0	0
Total	100	100

Interpretation: The table is showing that 10% of respondents are highly satisfied, 64% of respondents are satisfied, 24% of respondents are neutral 2% of respondents are dissatisfied and 0% of respondents are highly dissatisfied.

**TABLE 6: EMPLOYEES' OPINION REGARDING THE JOB SECURITY IN THE ORGANIZATION**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	6	6
Agree	62	62
Moderate	28	28
Disagree	11	11
Highly Disagree	0	0
Total	100	100

Interpretation: The chart shows that 6% of respondents are highly satisfied, 62% of respondents are satisfied, 28% of respondents are neutral, 11% of respondents are dissatisfied and 0% of respondent are highly dissatisfied.

**TABLE 7: EMPLOYEES' OPINION REGARDING THE CASUAL LEAVE FACILITY**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	68	68
Agree	32	32
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	100	100

Interpretation: Above table shows that 68% of respondent strongly agree about the casual, 32% of respondents are agree and 0% of respondents are moderate, disagree and highly disagree.

**TABLE 8: EMPLOYEES' SATISFACTION WITH THE ESI, PF & BONUS**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	25	25
Agree	65	65
Moderate	10	10
Disagree	0	0
Highly Disagree	0	0
Total	100	100

Interpretation: The table shows that 25% of respondents are highly satisfied, 65% of respondents are satisfied, 10% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied.

**TABLE 9: EMPLOYEES' SATISFACTION WITH THE GRIEVANCE REDRESSES**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	36	36
Agree	42	42
Moderate	22	22
Disagree	0	0
Highly Disagree	0	0
Total	100	100

Interpretation: The chart shows that there are 36% of respondents are highly satisfied, 42% of respondents are satisfied, 22% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied.

**TABLE 10: EMPLOYEES' OPINION REGARDING THE PERFORMANCE APPRAISAL METHODS**

Opinion	No. of respondent	Percentage (%)
Strongly Agree	0	0
Agree	38	38
Moderate	42	42
Disagree	20	20
Highly Disagree	0	0
Total	100	100

Interpretation: The table shows that 38% of respondents are satisfied, 56% of respondents are neutral, 6% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

## FINDINGS OF THE STUDY

The research is made with primary data collection from the employees working in Nanjangudu industrial area (selected companies). 100 employees have given the response for the study to analyse the variables relating to the quality of work life of employees in Nanjangudu industrial area. This research is made from the employees who are qualified with diploma and industrial trainers. The tool used in analysis is the simple percentage

The data's collected from the employees shows that the majority of the employees who are working in nanjangudu industrial area are satisfied with the quality of work life. In fact, most of the employees are not completely accepting that they are satisfied with the standard of living when compared to their working condition. But, most of the employees have accepted that they have a better working condition which motivates the employees for better work performance and also to reduce the stress. Welfare measures are accepted by 45% of employees. The performance level of the employees is only till 30%, where rest of the employees have personal reasons regarding their low performance. In the interview some (24%) of the employee's opinions are due to lack of support from their higher authorities whereas the rest of the employees have lack of training as a reason for low performance but less than 10% are totally dissatisfied with the welfare measures. In general, quality of work life is a significant factor for the employees work performance, also the companies can increase the security measures to increase the quality of work life of employees which leads to the betterment of work performance of employees.

## SUGGESTIONS

The study has suggested to the companies for which they lack in the training and the welfare measures. And also a proper co-ordination among workers with their higher authorities. Finally, the companies which are lacking with the welfare measures can be increased and also could get the feedback from the employees to clear their problems.

1. Companies can provide special training programs to increase the work performance of the employees.
2. Companies can provide facility for the employees to release the stress of the employees
3. The safety measures and the welfare measures can be included.
4. The higher authorities can have friendly relationship with their subordinates.
5. The companies can adopt the regular system to assess the graveness of the employees.

Additional benefits like education allowances can be provided for the career growth of the employees.

## CONCLUSION

The study has found that the satisfaction level of the employees is high regarding quality of work life. The determining factor in the quality of work life with the satisfaction of employees are income and fair compensation, promotion in the career, positive and a fair relationship between the employees and the sub-ordinates and also remedy for the problems of the employees. All these factors are co-related with the quality of work life in Nanjangudu industrial area.

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