



INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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A STUDY ON QUALITY OF WORK LIFE IN TAMILNADU NEWSPRINT AND PAPER LIMITED, KARUR**DR. V. MOHANASUNDARAM****PROFESSOR & HEAD****VIVEKANANDHA INSTITUTE OF ENGINEERING AND TECHNOLOGY FOR WOMEN****TIRUCHENGODE – 637 205****ABSTRACT**

The purpose of my paper is to gain an insight into current working life policies and practices of employees in TNPL at Karur. The Several factors that influence qualities of work life are safe and healthy working conditions, adequate and fair compensation, opportunities to use and develop human capacities, opportunities for career growth, social relevance of work, social integration in the work force, work and quality of life, constitutionalism in the work place organization and welfare measures QWL provides the balanced relationship among work, non- work and family aspects of life of the human beings. 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 paper is based on the information given by the employees in the organization. The data is collected through questionnaire filled by the employees in the organization. This paper will help the organization to measures the quality level maintained in their organization within the departments& surveys as a platform to set standards for the quality of work life prevailing in the organization.

KEYWORDS

Work Life Quality, HRM, Karur.

INTRODUCTION

 Quality of Work Life (QWL) has become one of the most important problems and issues in these days in every organisation. Employees are the force that is behind every successful in the organization and no organisation can become successful with the help of technology. The factors that influence the quality of work life are attitude, environment, opportunities for development, nature of job, people, stress, career opportunities, challenging job, growth and development, risk involved and reward.

Quality is no more a specialized word but has become a necessary and a must word for the best survival. In this era, quality of human inputs is the greatest asset to any organization maintaining the quality of study, human inputs rises from maintaining the quality of work life perfectly.

OVERVIEW OF ORGANISATION

Tamilnadu Newsprint and Papers Limited was promoted by the Government of Tamilnadu for manufacturing high quality newsprint, writing and printing from Bagasse. Tamilnadu Newsprint and Papers Limited were conceptualized to meet twin objectives. They are Consuming the forest resources and reducing the dependence on import Newsprint. The company was incorporated on **April 16, 1979** under the companies Act as 1956 as public sector under the control of state government. TNPL has been set up at a total cost of **Rs.240 crores**.

TNPL is located at Karur district of Tamilnadu about 400 Kilometers southwest of Chennai. TNPL is acknowledged as the world leader in technology for manufacturing newsprints, printing & papers from Bagasse, pulp mix for newsprint consists of 85% Bagasse & hardwood. It is the most modern mill that exists with unique handling systems, multi fuel boilers, mechanized finishing section and a highly sophisticated laboratory and Research & Development.

REVIEW OF LITERATURE

Hackman and Oldham (1976)¹ drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonom and Feedback. Mirvis and Lawler(1984)² suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Baba and Jamal (1991)³ listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. Sirgy (2001)⁴ et al.; suggested that the key factors in quality of working life are: Need satisfaction based on job requirements, Need satisfaction based on Work environment, Need satisfaction based on Supervisory behavior, Need satisfaction based on Ancillary programmes, Organizational commitment. **Burke (2002)⁵ observes** that both women and men prefer working in organisations that support work-life balance. Men appeared to benefit more than women .Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the former is more important. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the others. **Morgan (2003)⁶** in his article outline that consequently, a larger part of them have tended to be present at their work place for longer periods of time, thereby reducing the time for which they are available at home. The internet and mobile phones have made it possible for the organizations to keep in constant touch with the employees both during the day and at night. **Yasbek (2004)⁷** in his research work highlights that to a large extent in the IT sector, the employee is expected to be engaged on the job almost at all times. So the traditional distinctions between work-life and family-life have disappeared. Even during selection of employees for an organization, emphasis is placed on the attitudes the person exhibits, more particularly, whether the employee is flexible enough to be available for work at any time. A New Zealand case study (Cochrane et al., 2005) of the implementation in the dairy industry's Whareroa plant of a HPWS know as Manufacturing Excellence (ME) found a mixed set of responses from workers. Most respondents felt they had limited involvement in key decision making, but a majority felt that the workplace had become safer. A majority agreed that the changes had led to the skill level of their job rising and a bigger majority agreed that new training opportunities had been opened up. But there was also a majority disagreement that the system had any impact on their earnings. Gender has an important effect on home working (**Gunkel 2007⁸**) **Bharat (2009)⁹** reviewed that many employees need to work on Saturdays and Sundays too. Moreover, there is a changing pattern in the working hours which is quite different from the standard one, which normally operates from 9 am to 5 pm (Bharat 2009).

STATEMENT OF THE PROBLEM

The QWL provides a boost to employees' job satisfaction. The basic nature of the work, the freedom at work and the machineries and tools at work could help the employees in being closely associated with the work. The physical environment of work life, enough lighting air circulation, adequate drinking water and toilet facilities place a true picture in workers instigation of work.

A safe and health working condition and better welfare measures are undoubtedly necessary for a fireless and satisfied work performance. Supervisors are the nearer boss to the workers and a good relationship between them is imperative.

Training is an opportunity area where the worker can utilize for his self development and updating of his work knowledge. Ultimately every effort that managements take for workers and the perseverance of the worker on his physical and mental well being inside the organization will help in maintaining his motivation and satisfaction level which is important for the effective performance of any worker.

OBJECTIVES OF THE STUDY

1. To know the socio-demographic characteristics of the employees
2. To find the relationship between quality of work life among the respondents
- 3 .To analysis the various dimensions of the QWL
4. To suggest measures for improving quality of work life in the organization

SIGNIFICANCE OF THE STUDY

QWL denotes all the organizational inputs, which aim at the employee's satisfaction and enhancing organizational effectiveness.

This gives more importance on advance technology and high productivity surpassing the needs and mental states of its employees. This created a negative impact on the working environment among the employees.

Thus it was realized that societal support goes hand in hand with technical innovations. This integration can only be made through quality of work life programmes.

RESEARCH DESIGN

DESCRIPTIVE CUM DIAGNOSTIC

Descriptive study describes the agreement level of quality work life of the respondents, with respects to the various dimensions namely, Adequate and fair compensation, Safe and healthy working conditions, opportunity to use and develop human capacities, opportunity for career growth, social integration in the work force constitutionalism respectively.

Diagnostic study attempts to find out the association between selective socio-demographics characteristics. (Age, sex, department, experience, annual income, educational qualification, type of family) and level of QWL perceived by the respondents. Hence descriptive cum diagnostic research design was adopted.

SAMPLING DESIGN

Sample size 100 respondents were taken for the study. More samples were taken from the workers side and rest from executive side. The information required for study was directly collected from the respondents by using questionnaire method as primary source to collect the data. The researcher makes sincere attempts to meet the respondents individually without making disturbance to their concentration at work place.

DATA ANALYSIS METHOD

The collected data are converted into tables. To analyze the data, the statistical tools namely t-test, ANOVA, Chi-square test, correlation, were used.

Giving scores to each response as 1,2,3,4 & 5 measured the perceptions of the workers. As instructed in the standard scale, 1- Strongly agree, 2- Agree, 3- Undecided, 4- Disagree, 5- Strongly disagree.

LIMITATIONS OF THE STUDY

1. Respondents in equal importance from all departments or with respect to the number of workers in each department cannot be taken due to the non availability, willingness and free time of the skilled workers.
2. Only few determinants of QWL are taken for the research analysis.

RESEARCH HYPOTHESIS

Hypothesis 1:

Ho: There is no significant difference between the respondent's ages with regard to various dimensions of Quality of Work Life

H1: There is a significant difference between the respondent's ages with regard to various dimensions of Quality of Work Life

Hypothesis 2:

Ho: There is no significant difference between the respondent's departments with regard to various dimensions of Quality of Work Life

H1: There is a significant difference between the respondent's departments with regard to various dimensions of Quality of Work Life

Hypothesis 3:

Ho: There is no significant difference between the respondent's total years of experience with regard to various dimensions of Quality of Work Life.

H1: There is a significant difference between the respondent's total years of experience with regard to various dimensions of Quality of Work Life.

Hypothesis 4:

Ho: There is a no significant difference between the respondent's educational qualifications with regard to various dimensions of Quality of Work Life

H1: There is a significant difference between the respondent's educational qualifications with regard to various dimensions of Quality of Work

RESULTS**DISTRIBUTION OF RESPONDENTS BY VARIOUS DIMENSIONS OF QUALITY OF WORK LIFE**

Sl. No.	Various dimensions of quality of work life	No.of respondents	Percentage %
1	Safe & health condition		
	Low	40.0	40.0
	High	60.0	60.0
2	Adequate & fair compensation		
	Low	25.0	25.0
	High	75.0	75.0
3	Opportunity to use and develop human capacities		
	Low	47.5	47.5
	High	52.5	52.5
	Opportunity to career growth		
4	Low	30.0	30.0
	High	70.0	70.0
	Social relevance of work		
5	Low	45.0	45.0
	High	55.0	55.0
	Social integration in the work force		
6	Low	40.0	40.0
	High	60.0	60.0
	Work and quality of life		
7	Low	30.0	30.0
	High	70.0	70.0
8	Constitutionalism in the work organization		
	Low	47.5	47.5
	High	52.5	52.5
9	Welfare measures		
	Low	50.0	50.0
	High	50.0	50.0
	Overall		
10	Low	47.5	47.5
	High	52.5	52.5

From the above table it is evident that for Safe and Health working conditions, the score is 60% and 40%, for Adequate and Fair Compensation, the score is 75% and 25% , for Opportunity to use and Develop Human Capacities, the score is 53% and 47%, Opportunity to Career growth, the score is 70% and 30%, for Social relevance of work, the score is 55% and 45%, for Social integration in the Work Force, the score is 60% and 40% for, for Work and Quality of Life, the score is 70% and 30%, for constitutionalism in the work Organization, the score is 53% and 48% for Welfare Measures, the score is 50% and 50% , for Overall, the score is 52% and 48% respectively.

ONE-WAY ANALYSIS OF VARIANCE AMONG VARIOUS EDUCATIONAL QUALIFICATIONS OF THE RESPONDENTS WITH REGARD TO VARIOUS DIMENSIONS OF QUALITY OF WORK LIFE

Sl. No.	Source	Df	SS	MS	\bar{X}	Statistical Inference.
1	Safe & Healthy working condition					
	Between groups	3	127.661	42.554	G1= 24.000	F = 4.039
	Within groups	36	379.314	10.537	G2= 23.214	P < 0.05
					G3= 19.300	Significant
2	Adequate and compensation				G4= 22.142	
	Between groups	3	9.638	3.213	G1 = 8.444	F = 1.693
	Within groups	36	68.337	1.898	G2= 7.285	P > 0.05
	Opportunity to use &				G3= 7.400	Not
	develop human capacities				G4= 8.142	Significant
3	Between groups	3	99.677	33.226	G1 = 28.777	F = 1.632
	Within groups	36	733.098	20.364	G2= 24.857	P > 0.05
					G3= 27.600	Not
					G4= 27.714	Significant
4	Opportunity for career growth				G1= 21.555	F = 1.192
	Between groups	3	26.367	8.789	G2= 19.571	P > 0.05
	Within groups	36	265.408	7.372	G3= 20.100	Not
					G4= 21.142	Significant
5	Social relevance of work					
	Between groups	3	20.391	6.797	G1 = 15.222	F = 1.665
	Within groups	36	146.984	4.083	G2= 13.928	P > 0.05
					G3= 15.500	Not
					G4= 14.000	Significant
6	Social integration in the work force				G1=20.888	F = 3.621
	Between groups	3	81.225	27.075	G2= 17.214	P < 0.05
	Within groups	36	269.175	7.477	G3= 18.500	Significant
					G4= 19.714	
7	Work and quality of life					
	Between groups	3	26.192	8.731	G1= 19.555	F = 0.990
	Within groups	36	317.408	8.817	G2= 18.571	P > 0.05
					G3= 17.900	Not
					G4= 20.142	Significant
8	Constitutionalism in the work organization					
	Between groups	3	4.589	1.530	G1= 19.000	F = 0.200
	Within groups	36	275.186	7.644	G2= 18.428	P > 0.05
					G3= 18.100	Not
					G4= 18.142	Significant
9	Welfare measures					
	Between groups	3	50.514	16.838	G1= 20.000	F = 2.614
	Within groups	36	231.886	6.441	G2= 17.571	P > 0.05
					G3= 17.200	Not
					G4= 19.142	Significant
10	Overall					
	Between groups	3	1897.83	632.61	G1=177.444	F = 1.986
	Within groups	36	11469.2	318.59	G2=160.642	P > 0.05
					G3=161.600	Not
					G4=170.285	Significant

G1 = HSC G2 = ITI / diploma G3 = Graduates

4= Post Graduates / Others

From the above table it is evident that, Adequate and Fair Compensation, Opportunity to use and develop human capacities, Opportunity for career growth, Social relevance of Work, Work and Quality of Life, Constitutionalism in the Work Organization, Welfare Measures are found to be non-significant in nature. Whereas Safe and Healthy working condition and Social Integration in the work Force is found to be significant in nature

ASSOCIATION BETWEEN DEPARTMENT OF THE RESPONDENTS AND VARIOUS DIMENSIONS OF QUALITY OF WORK LIFE

Sl. No.	Department	Various Dimensions of Quality of work life		Statistical Inference.
		Low	High	
1	Safe & Healthy working condition	n :40	n :60	$\chi^2 = 4.746$
	Production	30	40	df = 2
	Administration	5	18	P > 0.05
	Quality Control	5	2	Not Significant
2	Adequate and compensation	n :25	n :75	$\chi^2 = 2.703$
	Production	16	45	df = 2
	Administration	0	20	P > 0.05
	Quality Control	9	10	Not Significant
3	Opportunity to use & develop human capacities	n :40	n :60	$\chi^2 = 1.739$
	Production	30	40	df = 2
	Administration	6	8	P > 0.05
	Quality Control	2	12	Not Significant
4	Opportunity for career growth	n :36	n :64	$\chi^2 = 3.519$
	Production	33	54	df = 2
	Administration	3	8	P > 0.05
	Quality Control	0	2	Not Significant
5	Social relevance of work	n :36	n :64	$\chi^2 = 0.111$
	Production	33	54	df = 2
	Administration	3	8	P > 0.05
	Quality Control	0	2	Not Significant
6	Social integration in the work force	n :40	n :60	$\chi^2 = 0.134$
	Production	30	40	df = 2
	Administration	5	18	P > 0.05
	Quality Control	5	2	Not Significant
7	work and quality of life	n :36	n :64	$\chi^2 = 1.024$
	Production	33	54	df = 2
	Administration	3	8	P > 0.05
	Quality Control	0	2	Not Significant
8	Constitutionalism in the work organization	n :38	n :62	$\chi^2 = 0.803$
	Production	30	42	df = 2
	Administration	6	18	P > 0.05
	Quality Control	2	2	Not Significant
9	Welfare measures	n :50	n :50	$\chi^2 = 0.901$
	Production	30	28	df = 2
	Administration	10	8	P > 0.05
	Quality Control	10	14	Not Significant
10	overall	n :38	n :62	$\chi^2 = 3.085$
	Production	30	42	df = 2
	Administration	6	18	P > 0.05
	Quality Control	2	2	Not Significant

From the above table it is evident that Safe and Healthy Working

Condition, Adequate and Fair Compensation, Opportunity to use and develop human capacities, Opportunity for career growth, Social relevance of Work, Social Integration in the Work Force, Work and Quality of Life, Constitutionalism in the Work Organization, Welfare Measures are found to be non-significant in nature.

KARL PEARSON'S CO-EFFICIENT OF CORRELATION BETWEEN THE RESPONDENT'S AGE AND VARIOUS DIMENSIONS OF QUALITY OF WORK LIFE

Sl. No.	Variable	Correlation value	Statistical Inference.
1	Age and safe & healthy working condition	-0.018	P > 0.05 Not Significant
2	Age and adequate compensation	-0.006	P > 0.05 Not Significant
3	Age and opportunity to use and develop human capacities	0.053	P > 0.05 Not Significant
4	Age and opportunity for career growth	-0.043	P > 0.05 Not Significant
5	Age and social relevance of work	-0.040	P > 0.05 Not Significant
6	Age and social integration in the work force	-0.062	P > 0.05 Not Significant
7	Age and work and quality of life	-0.010	P > 0.05 Not Significant
8	Age and constitutionalism in the work organization	0.076	P > 0.05 Not Significant
9	Age and welfare measures	-0.053	P > 0.05 Not Significant
10	Age and overall	-0.010	P > 0.05 Not Significant

From the above table it is evident that Safe and Health Working Condition, Adequate and Fair Compensation, Opportunity to use and develop human capacities, Opportunity for career growth, Social relevance of Work, Social Integration in the Work Force, Work and Quality of Life, Constitutionalism in the Work Organization, Welfare Measures are found to be non-significant in nature

KARL PEARSON'S CO-EFFICIENT OF CORRELATION BETWEEN THE RESPONDENT'S TOTAL EXPERIENCE AND VARIOUS DIMENSIONS OF QUALITY OF WORK LIFE

Sl. No.	Variable	Correlation value	Statistical Inference.
1	Total experience and safe & healthy working condition	-0.014	P > 0.05 Not Significant
2	Total experience and adequate & fair compensation	-0.070	P > 0.05 Not Significant
3	Total experience and opportunity to use and develop human capacities	0.033	P > 0.05 Not Significant
4	Total experience and opportunity for career growth	-0.021	P > 0.05 Not Significant
5	Total experience and social relevance of work	0.036	P > 0.05 Not Significant
6	Total experience and social integration in the work force	8.014	P > 0.05 Not Significant
7	Total experience and work and quality of life	0.012	P > 0.05 Not Significant
8	Total experience and constitutionalism in and the work organization	0.108	P > 0.05 Not Significant
9	Total experience and welfare measures	0.056	P > 0.05 Not Significant
10	Total experience and overall	0.029	P > 0.05 Not Significant

From the above table it is evident that Safe and Health Working Condition, Adequate and Fair Compensation, Opportunity to use and develop human capacities, Opportunity for career growth, Social relevance of Work, Social Integration in the Work Force, Work and Quality of Life, Constitutionalism in the Work Organization, Welfare Measures are found to be non-significant in nature.

IMPORTANT FINDINGS

To begin with, the profiles of respondents were reviewed to set the background for the study. The collected data were analyzed with the help of appropriate statistical tools. The results of the analysis are summarized below:

In total, 60% of the respondents are in male and 40% of them are in Female, 38% of the respondents are above 45 years which is followed by 72% of the respondents work in production department, 15 % of them are working in administration department, and 13% of them are working in quality control department respectively.

35% of the respondents are in executive designation, and 43% of the respondents are between 10 - 15 years of experience which is followed by 60% of the respondents. In total 60% of the respondents have strongly agree about Safe and Health Working Condition followed by 75% of the respondents have strongly agree that organization pay adequate and fair compensation to the employees working in the organization.

47% of the respondents have not agree that the employees are not using the Opportunity to Use and Develop Human Capacities but 70% of the respondents are strongly agree for Opportunity to career growth respectively. Among the respondents 55% of the respondents are strongly agree on social relevance of work respectively whereas with regard to social Integration in the work 40 % of the respondents are undecided.

CONCLUSION

In many organizations QWL is made compulsory and it is also fast growing movement in India. Most of the public and private sector organization's have started to realize the importance of this concept, as its has various merits like Safety measures, Quality of work and the Satisfaction of the employees respectively. The study is aimed at the level of respondents with respect to various dimensions of QWL concept. The working environment of the organization is very peaceful and more cheerful with less noise and dust with proper shelter. The organization is following strictly adhering to use the safety equipments but providing get-together among the workers the awareness of good relationship can be improved more. However the organization required to upgrade their skills in other respective areas also.

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