

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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SIGNIFICANCE OF QUALITY OF WORK LIFE OF EMPLOYEES IN ELECTRONIC BASED MANUFACTURING SECTOR

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ABSTRACT

Quality of work life refers to the satisfaction levels of one's career. This is an attempt to look into the quality of work life of the employees in electronic based manufacturing sector. It emphasize that the significance levels of quality of work life among the employees in manufacturing sector. The sample consists of 80 employees in an electronic based manufacturing company. The designed quality of work life questionnaire was used for the investigation of the study. The means, SDs and mean differences were employed for the investigation of the study. The results shows that the quality of work life of employees in electronic based manufacturing company might be relayed on the employee's experience, age and satisfaction levels etc.

KEYWORDS

Quality of work life, satisfaction, gender difference and work environment.

INTRODUCTION

Work is an integral part of our everyday life, be it our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of regular life. It should also yield life satisfaction, pleasantness, a fulfilment of having done a task, as it is expected, completed without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward for the next day. A happy and a healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent. This being the virtual fact, the current study on Quality of Work Life among workers with special reference to manufacturing industry and is expected to prove which extremely more useful for the organizations in order to improve the quality of work life.

Quality of Work Life in an organization is essential for the smooth functioning and success of its employees. In their contribution the work-life balance should be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. It helps the employees to feel secure and like they are well being thought of and cared for by the organization in which they work. An organization's HR department assumes that it will be the accountable for the effective functioning of the Quality of Work Life for their employees.

Quality of Work Life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect in the organisational setting.

The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. Quality of work life consists of variety 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 guidelines. People also conceive of quality of work life as a set of methods, such as autonomous work groups, job enrichment, high-involvement that aimed at boosting the satisfaction and productivity of people. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, quality of work life is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

Glazier (1976) concludes that quality of work life implies job security, good working conditions, adequate and fair compensation, more even than equal employment opportunity all together. Katzell et. al (1975) viewed that quality of work life more broadly as an individual's evaluation of the outcome of the work relationship. They observed that an employee might be say to enjoy a high quality of working life when an employee has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well and feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values. Walton (1973) suggested the eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalization and total life space and social reliance. Various other studies conducted on quality of work life include employment conditions, employment security, income adequacy, profit sharing, equity and other rewards, employee autonomy, employee commitment, social interaction, self-esteem, self-expression, democracy, employee satisfaction, employee involvement, advancement, relations with supervisors and peers and job enrichment (Chander and Singh, 1983).

Mirvis and Lawler (1984) 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 1.safe work environment, 2.equitable wages, 3.equal employment opportunities and 4.opportunities for advancement.

Bertrand and Scott (1992) concluded that improvements in the quality of work life are achieved not only through external or structural modifications, but more importantly through improved relations between supervisors and subordinates. Heskett, Sasser and Schlesinger (1997) stated that quality of work life 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 quality of work life.

Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999). More recently, work-related stress and the relationship between work and non-work life dimensions (Loscocco & Roschelle, 1991) have also been identified as factors that should conceptually be included in Quality of Working Life.

The recent definition by Serey (2006) concludes that quality of work life is quite conclusive and best meet the contemporary work environment. It is related to meaningful and satisfying work. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favourable to quality of work life.

Normala and Daud (2010) in their study, Investigating the Relationship between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms concluded that the quality of work life of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment.

In the light of above mentioned views, the following hypotheses were formulated for the investigation of the study.

1. There is gender difference between the working employees with regard to quality of work life in the electronic based manufacturing sector.
2. The employees those who have above 30 years age have more quality of work life than the employees those who have below 30 years age in the electronic based manufacturing sector.
3. There is no significance difference between the employees those who have more than 5 years job tenure and the employees those who have below 5 years job tenure with regard to quality of work life in the electronic based manufacturing sector.

SUBJECTS

The sample consists of 80 employees of a manufacturing industry for the investigation of the study. The simple randomized sample technique was adopted for choosing the sample. The distribution sample with mean age level is shown in the table: 1.

TABLE: 1 PRESENTS THE SCORES OF NUMBER, AGE MEAN AND SDS OF EMPLOYEES THOSE WHO ARE WORKING IN AN ELECTRONIC BASED MANUFACTURING SECTOR

SAMPLE	
N	80
Mean	28.14
SD	5.62

INSTRUMENTS USED

The designed quality of work life questionnaire consists of 22 items to be responded on a 4-point scale from highly satisfaction to highly dissatisfaction. A response on highly satisfaction was given a numerical value 4, moderately satisfaction 3, dissatisfaction 2, and highly dissatisfaction 1. The maximum and minimum possible scores on this scale are 88-22 respectively.

RESULTS

The scores of means, SDs and t-test value of quality of work life of male and female employees are presented in table: 2.

TABLE: 2 PRESENTS THAT THE SCORES OF NUMBER, MEANS, SDS AND MEAN DIFFERENCES OF MALE AND FEMALE EMPLOYEES IN AN ELECTRONIC BASED MANUFACTURING INDUSTRY WITH REGARD TO QUALITY OF WORK LIFE

	EMPLOYEES	
	Male	Female
N	39	41
Mean	60.64	62.00
SD	8.40	6.24
t	0.82@	

@ not significant

In the analysis part, the t-test was employed to find out the significant difference with regard to quality of work life between male and female employees in an electronic based manufacturing industry. The mean difference is 0.82, not significant. It can be said that there is no significant difference between male and female employees with regard to quality of work life in an electronic based manufacturing industry.

Based on the results obtained, the 1st hypotheses that can be assumed as "There is gender difference between the working employees with regard to quality of work life" is not accepted as unwarranted by the results.

DISCUSSION

It is timely fact that the human resources are one of the assets of the organisation irrespective of any department because organisations expect more competitive advantage and effective contribution of employees.

Management should concentrate to provide quality of work life for their employees to promote qualitative perspectives because of the management might be promoting their organisational brand image in the markets by means of their quality and knowledge which produce a thought of need fulfillment in the minds of business management and employees.

We assume that need fulfillment might be associated with quality of work life which is associated with satisfaction with wages, hours and working conditions and the "basic elements of a good quality of work life" are 1.safe work environment, 2.equitable wages, 3.equal employment opportunities and 4.opportunities for advancement.

In functional departments, the employees are paid to their worth and work abilities but not to their physical abilities. Generally we may find the differences between male and female in work attitude especially in physical strengths, but not having the differences in work potentials between the employees who are male and female. It can be said that the 1st hypotheses predicted that "There is gender difference between the employees with regard to quality of work life" is not accepted as unwarranted by the results.

RESULTS

The scores of means, SDs and t-test value of quality of work life of the respondents those who are having below 30 years age and those who are having above 30 years age, are presented in table: 3.

TABLE: 3 SHOWS THE SCORES OF MEANS, SDS AND MEAN DIFFERENCES OF THE EMPLOYEES THOSE WHO ARE HAVING BELOW 30 YEARS AGE AND THE EMPLOYEES THOSE WHO ARE HAVING ABOVE 30 YEARS AGE REGARDING TO QUALITY OF WORK LIFE

	EMPLOYEES	
	Below 30 years age	Above 30 years age
N	63	17
Mean	60.22	64.88
SD	6.80	8.29
T2.39*		

*significant at 0.05 level.

In the analysis, t-test was employed to find out the significance difference with regard to the quality of work life among the employees those who are having above 30 years age and the employees having below 30 years age of an electronic based manufacturing sector.

The t-test value is 2.39, which is significant at 0.05 level. It can be said that there is significant difference with regard to quality of work life among the employees those who are having below 30 years age and above 30 years age in a manufacturing sector.

Based on the results, the 2nd hypotheses which predicted that "The employees those who have above 30 years age have more quality of work life than the employees those who have below 30 years age for the electronic based manufacturing company" is accepted as warranted by the results.

DISCUSSION

In order to pursue the good quality in work life., need satisfaction is very important component. Needs are different from individual to individual. Similarly quality of work life is also varied from person to person.

The expectations of employees are different from the expectations of the people those who are already proved themselves. For the best performance that was given by an employee or by a person who is in the organisation expects a recognition atleast interms of appreciation by his immediate superior. But the others (above 30 years) expects monetary benefits so that they can fulfill their personal requirements. Moreover management perspective is always different from an employee's perspective. Management feels that ,'knowledge to accomplish a given task is enough to an employee'. If the employee is lagging in that knowledge management is ready to educate an employee through training or developmental activities. But the management may not be ready to provide more knowledge beyond the requirements through the inductive programmes.

The employees are not satisfied with the monetary benefits, because they expects an environment which leads them to get good experience. But the other people those who are having above 30 years age are satisfied with the monetary benefits that they are getting from the management for their extrordinary performance. So., these people will have more quality in their work life, when compared to employees those who have below 30 years age.

It can be said that the 2nd hypotheses predicted that "The employees those who have above 30 years age have more quality of work life than the employees those who have below 30 years age in the electronic based manufacturing company" is accepted as warranted by the results.

RESULTS

The scores of means, SDs and t-test of quality of work life between the employees those who have below 5 years of job tenure and the employees those who have above 5 years of job tenure in a manufacturing industry, are presented in table: 4.

TABLE 4: REVEALS THAT THE MEANS, SDS & T-TEST VALUE OF QUALITY OF WORK LIFE BETWEEN THE EMPLOYEES THOSE WHO HAVE BELOW 5 YEARS OF JOB TENURE AND TO THE EMPLOYEES THOSE WHO HAVE ABOVE 5 YEARS OF JOB TENURE IN AN ELECTRONIC BASED MANUFACTURING INDUSTRY

	EMPLOYEES	
	Below 5 years job tenure	Above 5 years job tenure
N	52	28
Mean	60.12	63.25
SD	6.99	7.66
t		1.84@

@ not significant

In the analysis part, the t-test was employed to find out the significance difference with regard to quality of work life among the employees those who are having below 5 years of job tenure and employees those who are having above 5 years of job tenure in an electronic based manufacturing sector.

The t-test value is 1.84, which is not significant at 0.05 level. It can be said that there is no significant difference with regard to quality of work life among the employees those who are having below 5 years of job tenure and above 5 years of job tenure in an electronic based manufacturing sector.

Based on the results obtained, the 3rd hypotheses "There is no significance difference between the employees those who have more than 5 years job tenure and the employees those who have below 5 years job tenure with regard to quality of work life in the electronic based manufacturing sector" is not accepted as unwarranted by the results.

DISCUSSION

Expectation doesn't have any criteria or limit. Every one might be have their own expectations. A manager can expect promotion for his/her best performance , another employee can expect salary hike, a marketing employee can expect more incentives and even the management can also expect a pleasant environment among the employees which should be varied in work related life.

If we meet our expectations we may feel that there is a quality in our work life. If the expectations of the employees are practically possible to meet by the management, then definately employee will meet their expectations, similarly they will get quality in their work life.

Experienced candidates expectations are different from the expectations of the candidates those who are not having experience. To get experience, employees expects conducive work environment, good relations with their managers and encouragement from their managment. The people those who have experience might be expected promotions, salary hikes and other benefits. Even the expectations of the employees are different, the management will not concentrate on their expectations, it only provides what they deserves.

So., There is no difference between the employee's quality of work life those who have more than 5 years job tenure and the employees those who have below 5 years job tenure in the electronic based manufacturing company. It means that the several individual factors will be influenced by incremental change of the organisation, automatically they should expect some proof of quality of work life gradually found on above mentioned views.

Therefore., the the 3rd hypotheses which is predicted that "There is no significance difference between the employees those who have more than 5 years job tenure and the employees those who have below 5 years job tenure with regard to quality of work life in the electronic based manufacturing sector" is not accepted as unwarranted by the results.

CONCLUSIONS

1. There is no gender difference between the working employees with regard to quality of work life in the electronic based manufacturing sector.
2. The employees those who have above 30 years age have more quality of work life than the employees those who have below 30 years age in the electronic based manufacturing sector.
3. There is a significance difference between the employees those who have more than 5 years job tenure and the employees those who have below 5 years job tenure with regard to quality of work life in the electronic based manufacturing sector.

IMPLICATIONS

1. The conducive quality environment should be provided by the organization, if managers should expect quality of work life of employees.
2. Motivation and reinforcement strategies play a vital role to provide quality of work life while expecting quality in products and rich services.
3. Organisation should promote the sense of partnership and sense of ownership in the employees .

ACKNOWLEDGEMENT

We are thankful to Mr.Raghu purohit, Hr executive at Efftronics Systems pvt ltd, Vijayawada and others who helped us to collect the various data which helps to complete this reseach paper.

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