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QUALITY OF WORK LIFE OF THE EMPLOYEES IN TAMIL NADU TEA PLANTATION CORPORATION LIMITED, COONOOR

P.GAYATHRI
ASST. PROFESSOR

DEPARTMENT OF HOME SCIENCE EXTENSION EDUCATION
AVINASHILINGAM INSTITUTE FOR HOME SCIENCE & HIGHER EDUCATION FOR WOMEN
COIMBATORE


ABSTRACT

Quality of Work Life is an attempt to establish that performance is linked to involvement and satisfaction of employees at work places. In addition to improving the work system, Quality of Work Life programs usually emphasizes the development of employee skills, the reduction of occupational stress and the development of more co-operative labour management relations. This research utilizes random sampling of 100 employees distributed in different departments in Tamil Nadu Tea Plantation Corporation Limited, Coonoor. Interview method was used to collect the data. This study dealt with job challenges, Working Condition, Social Security Measures, Job Satisfaction, Problems Faced by the employees and suggestions for improvement of quality of work life in Tamil Nadu Tea Plantation Corporation Limited, Coonoor. The study concludes highlighting the Tea Plantation Corporation Limited, maintaining smooth relationship between workers and management, which leads to enrichment of organization efforts.

KEYWORDS

Quality of Work Life, Work Life Balance, Working Condition, Social Security Measures, Job Satisfaction.

INTRODUCTION

 Quality of Work Life emphasizes improving the human dimension of work. Human Resource should try to improve Quality of Work Life by introducing participative problem solving, restricting work, introducing innovative reward systems, and improving the work environment (Hunger 2000).

Quality of Work Life is a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decision that design their lives at work (Robbins 2001).

Quality of Work Life is a process of joint decision making, collaborations and building mutual respect between management and employees (Cohan 2004).

Quality of Work Life is the process by which an organization responds to the employee needs for developing mechanisms to allow them to share fully in making the decision that design their lives at work (Walton 2000).

Quality of Work Life leads to an atmosphere that encourages them to improve their skills. It also leads to have good interpersonal relations and highly motivated employees who strive for their development. Quality of Work Life will ensure enthusiasm work environment with opportunities for everyone to give best. Such job will provide satisfaction and pride to the company (Agarwal 2002).

Quality of Work Life are to improve employee satisfaction, improve physical and psychological health of employees which creates positive feeling, enhance productivity of employees, reinforce workplace learning, improved management of the on-going change and transitions and build the image of the company as best in recruitment, retention, and in general motivation of employees (Srividhya 2007).

REVIEW OF LITERATURE

Aryeetey (2012) conducted a study on "Understanding Employees Perspective of Quality of Work Life Indicators" in Ghanaian Organization. The results show that employees have insights of available and non-available, as well as functional and non-functional work life indicators that could be incorporated in the organizational design to support the creation of positive organizational values to enhance employee-management relationship in Ghanaian Organizations.

Gurpreet (2012) conducted a study on "Quality of Work Life Issues" was a comparative study of multinational and Indian Food Companies of Punjab. The findings of the study revealed that a significant difference exists between the MNCs and INCs employees' perception over various Quality of Work . Findings revealed that in most of the cases MNCs are performing better than INCs.

Jeyarathnam (2011) conducted a study on "Quality of Work Life among Sugar Mill employees in Tamilnadu. The study attempted to evaluate the Quality of Work Life of sugar mill employees and analyse the relationship between the productivity and Quality of Work Life. The results of the study showed the intensity of working conditions and the behavioral aspects of the employees in the study area. It concludes that the basic strategy for improving the Quality of Work Life is to identify employee's important needs and to satisfy those needs.

Nakkeeran (2011) conducted a study on "Quality of Work Life Perception of College Teachers". The results show that there is a significant association between quality of work life total and Quality of Life in teaching environment total. It shows Quality of Work Life of college teachers is in low level.

Rahman (2011) conducted a study on "Quality of Work Life among male and female employees of Private Commercial Banks" in Bangladesh. The study revealed that significant difference existed between male and female employees of Quality of Work Life in the following factors of Quality of Work Life; adequate and fair compensation, flexible work schedule and job assignment, attention to job design and employee relations. The conclusion of the study paper recommendations are made to ensure gender equity in the private banking sector of Bangladesh.

Jamal (2006) conducted a study on "Routinization of job context and context as related to employees' Quality of Working Life" of Canadian nurses. The results indicated that nurses who worked routine shifts perceived higher levels of Quality of Work Life compared to those on non-routine shifts. The results also indicated that nurses who experienced high routinization in job content perceived lower levels of Quality of Work Life compared to those nurses who experienced low routinization in job content.

Harisha (2005) conducted a study on "Quality of Work Life among IT Professionals" in (SME's) Selected Cities of India. The study tries to answer the question, what is the Quality of Work Life for IT professionals engaged in software services and development in small and medium enterprises in India by selecting three cities which are known for small and medium enterprises (SME's) in IT sector. The study results the fact that SME's particularly are at a disadvantage as they are unable to justify the best talents in the industry, owing to their limitations in infrastructure.

Mentz (2001) conducted a study to "Determine the Quality of Work Life of teachers on farm schools" in South Africa. Findings indicated that teachers in rural schools were generally satisfied with circumstances and enjoy teaching; they were satisfied with classroom size, physical facilities and teacher's student relations.

Abdeen and Ibrahim (2001) conducted an empirical study on Quality of Work Life. His research examined the Quality of Work Life in selected pharmaceutical companies in Egypt. The findings of the study indicated that there was a significant positive relationship between the employees' perceptions of their Quality of Work Life. The results also indicated that employees perceived their Quality of Work Life to be greater or better in the multinational pharmaceutical companies than were the employees perceptions of their Quality of Work Life in both the private and public pharmaceutical companies in Egypt.

OBJECTIVES OF THE STUDY

Having this in view, present study was taken up with the following objectives:

1. To study the socio-economic profile of the employees.
2. To assess the job security and working condition of the employees.
3. To analyse the level of job satisfaction and Quality of Work Life of the employees.
4. To suggestions for the improvements of Quality of Work Life.

METHODOLOGY

The locale selected for the study is Tamil Nadu Tea Plantation Corporation Limited in Coonoor, Nilgiris District. It was started in the year 1976 which is now popularly known as TANTEA. Producing a total capacity of 9.75 million kg of tea per year.

Totally 360 employees are working in Tamil Nadu Tea Plantation Corporation Limited. In that 120 were male and 140 were female. Out of the total, 50 male and 50 female workers were randomly selected, making the total sample size as 100.

Interview method was used in the study, for collecting required information from the employees. The data thus collected were consolidated, tabulated and analysed with appropriate statistical tools such as

- Frequency and percentage
- Five points Likert scale
- Average percentage score
- Chi-square tests

RESULTS AND DISCUSSION**TABLE I: GENERAL PROFILE OF THE RESPONDENTS**

Aspects	Percentage of respondents (N:100)
Age(in yrs)	
20-30	3
30-40	40
40-50	47
Above 50	10
Educational Qualification	
Primary	11
Secondary	52
Higher secondary	29
Illiterate	8
Marital status	
Single	10
Married	90
Place of Residence	
Urban	56
Rural	28
Semi rural	16
Type of Residence	
Own	22
Rental	78

The above table shows that 47 per cent of the respondents were of the age group between 40-50 years, 40 per cent of the respondents were of the age group between 30-40 years, 10 per cent of the respondents were above 50 years and 3 per cent below 20-30 years. It was found that 90 per cent were married. Fifty two per cent of the respondents were educated upto secondary level, 29 per cent of them were educated upto higher secondary level, 11 per cent of them had primary level and only 8 per cent of them were illiterate. It is clear that educational level is not a criterion for employment in this factory at respondents' level.

Regarding the residence, 56 per cent of the respondents were residing in urban areas, 28 per cent of the respondents were residing in rural area and the rest 16 per cent of the respondents were residing in semi-rural.

Among the respondents 22 per cent were residing in rented house and 78 per cent of them lived in own house.

TABLE II: DETAILS OF THE JOB

Factors	Percentage of respondents stating(N:100)
Department	
Production	28
Packing	27
Administration	20
Sales	14
Grading	11
Experience in present job	
0-5 years	31
6-10 years	63
11-15 years	6
Monthly income	
Below 5000	91
5000-10000	9

Out of the total respondents, 28 per cent of them were working in production department, 27 per cent in packing department, 20 per cent in administration department, 14 per cent in sales department and 11 per cent of them were working in the grading department. It shows that the participation of the respondents was high in production and sales departments compared to the rest of the departments in the factory.

Regarding the work experience, 63 per cent of the respondents had 6-10 years of experience, 31 per cent of respondents had less than 5 years experience and 6 per cent of the respondents had experience more than 10 years. Most of the respondents were experienced and working for long time in the factory. Regarding the monthly income, 91 per cent of the respondents were earning a income less than Rs.5000 and only 9 per cent of them were earning above Rs.5000.

The relationship between age level of respondents and experience in the present job of the respondents is depicted in Table III.

TABLE III: RELATIONSHIP BETWEEN AGE AND YEARS OF EXPERIENCE OF THE RESPONDENTS .

Age	Years of Experience			Total	Result
	Below 5	6-10	11-15		
Below 30	3	0	0	3	p>0.05 Not Significant
	100.0%	0%	0%	100.0%	
31-40	13	26	1	40	
	32.5%	65.0%	2.5%	100.0%	
41-50	12	31	4	47	
	25.5%	66.0%	8.5%	100.0%	
Above 50	3	6	1	10	
	30.0%	60.0%	10.0%	100.0%	
Total	31	63	6	100	
	31.0%	63.0%	6.0%	100.0%	

There is no significant association between age of the respondents and years of experience of the respondents. It is interpreted that age of the respondents does not influence the level of experience of the respondents.

TABLE IV: AVERAGE SCORE GIVEN BY RESPONDENTS ON THE FACILITIES IN THE WORK PLACE

Aspects	Average Percentage score(N:100)
Restroom facilities provided in the factory	96
Ventilation facilities provided in the work place of the Factory	95
Facilities for disposed of waste and dust	94
Lunch room facilities in the factory	90
Adequate drinking water facilities in the factory	85
Recreational facilities provided	79
Medical facilities available in the factory	74
Health care measures provided by the factory	72
Measures for controlling pollution	70
Canteen facilities in the factory	69

It is clear from Table and that 96 per cent of the respondents were satisfied with the restroom facility, 95 per cent of the respondents were satisfied with the ventilation facility, 94 per cent were satisfied with the facilities for disposal of waste and dust, 90 per cent of them were satisfied with lunchroom facilities, 90 per cent of them were satisfied with controlling pollution at the work place, 85 per cent of them were satisfied with the adequate water facilities, 79 per cent of the them were satisfied with the recreational facilities, 74 per cent of the them were satisfied with medical facilities, 72 per cent of them were satisfied with the health care measure provided by the factory and 69 per cent of them were satisfied with the canteen facilities. The overall satisfaction of the respondents on labour welfare was found to be good. The management has to concentrate on improving the welfare facilities as it is one of the important factors in promoting and motivating the efficiency of the employees.

TABLE V: PROVISION OF SOCIAL SECURITY MEASURES

Measures	Respondents Stating(N:100)
Employee State Insurance	92
Provident fund	92
Gratuity	91
Pension	90

The above table enumerates the satisfaction of the respondents on Social Security Measures provided in the factory. It shows that majority of the respondents were satisfied with all the Social Security Measures provided by the factory. Social Security Measures are statutory, the employer has no influence over such measures.

TABLE VI: RELATIONSHIP BETWEEN LEVEL OF JOB SATISFACTION AND QUALITY OF WORK LIFE

Level of Job Satisfaction	Quality of Work Life			Total	Result
	High	Moderate	Low		
Very High	5	0	0	5	P<0.01 Significant
	100.0%	0%	0%	100.0%	
High	8	5	0	13	
	61.5%	38.5%	0%	100.0%	
Moderate	13	44	4	61	
	21.3%	72.1%	6.6%	100.0%	
Low	5	16	0	21	
	23.8%	76.2%	0%	100.0%	
Total	31	65	4	100	
	31.0%	65.0%	4.0%	100.0%	

There is a significant association between level of Job Satisfaction and Quality of Work Life of the respondents

TABLE VII: PROBLEMS FACED BY THE RESPONDENTS

Problems	Percentage of respondents status(N:100)
Conflict among the workers in the work place	49
Relationship between the workers and supervisor is not Healthy	44
Gender discrimination among workers	43
Authorities are not treating the workers with respect	41
Age discrimination among workers	34
Timing is not suitable	27
Stress in job	19
Over workload	12

From the above Table, it is clear that 49 per cent of the respondents felt that conflict arised among the workers in the work place; 44 per cent of the respondents realised that there was no healthy relationship between the workers and supervisors; 43 per cent of the respondents implied that there was a gender discrimination among workers; 41 per cent of the respondents opined that authorities were not treating the workers with respect; 34 per cent of the respondents expressed that there is age discrimination among workers; 27 per cent of the respondents expressed that the timing was not suitable; 19 per cent of the respondents stated that they had stress in job and 12 per cent of the respondents agreed that they had heavy work load.

SUGGESTIONS FOR THE IMPROVEMENT OF QUALITY OF WORK LIFE

FACILITIES

The Company should focus on workers' welfare by providing the basic necessities such as quality food, pollution free environment, canteen facilities, recreational facilities and hygienic sanitary equipments which would create a conducive ambience for the workers psychologically, emotionally and physically fit enough to work.

The Company should also address the policies to the employees so that they don't feel deprive of their rights. Also the Company should provide emotional support and guidance when the worker is irregular or not performing well which may caused by his family situation.

Employees need to handle employees in such a manner that employees do not get frustrated with the stress and over burdened of the work. Health and yoga camps could be arranged on regular basis to make their workers get rid of stress of work load.

POLICY

Legal aspect and social compliance have to be reviewed and monitored regularly and correction measure to be taken in time to time.

To ensure employees' satisfaction and Quality of Work Life employers need to embrace a certain level of employment security, job safety, free from job anxiety, reasonable wage, family day/leisure life, social life enjoyment opportunity, participation in decision making.

SATISFACTION OF EMPLOYEES

Introduction of Employee Assistance Programmes (EAPs) to provide workers with the counseling support to manage their personal problems. This would be effective in assisting employees to ensure that good psychological health is maintained.

Less overtime, and weekly working hours not more than 48 (6 days in a week) was a welcoming trend in the organisation.

Team work activities to be developed for more productivity/ performance/training to be introduced in all level for performance and job satisfaction.

There is a need to provide an opportunity for staff to interact socially with other members of the organization both formally as well as informally.

Arrangement of get together parties and related activities on various occasions is very much needed to be done by the organization.

CONCLUSION

A peaceful industrial environment will create a Quality of Work Life of employees in an Organization. By conducting this study we could infer that the Tamil Nadu Tea Plantation Corporation Limited is maintaining smooth relationship between workers and management It is essential that the management should focus on job challenges, work environment, performance appraisal, team work, relationship with co-workers and the welfare measures, it improves the standard of living of the employees. The result of improved Quality of Work Life among the employees their involvement in job gets increased and results in increased productivity of the Organisation, which will lead to the enrichment of factory efforts.

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