

## A Study on Quality of Work Life among Employees

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### ABSTRACT:

Work is an integral part of everyday life, as it is our livelihood or career or business. On an average we spent twelve hours daily life and it is the one third of our entire life. Research on quality of work life is considered to be more important at the individual and organization level. Quality of work life is considered for both the employees and organization and it is involved with job satisfaction, productivity, job involvement, job enrichment etc. The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. This study is made attempt to analyses the "Quality of work life among employees". In order to improve quality of work life, various coping techniques have been suggested to upgrade the employee's attitude towards their job and the working environment in the organization.

**Keywords:** Career growth, Job satisfaction, Performance, Quality of Work Life, Safety and Security.

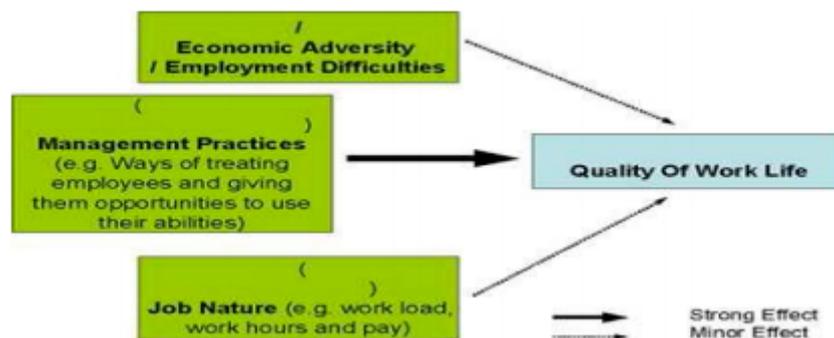
### INTRODUCTION:

QWL programs usually emphasize development of employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations.

- (1). QWL is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition
- (2). Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life
- (3). Sometimes abbreviated QWL, quality of work life 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 (and, for that matter, during work as well). That recognition, in turn, creates trust and loyalty among employees, everybody benefits, and the world is a better place
- (4). QWL has also been viewed in a variety of ways including (a) as a movement; (b) as a set of organizational interventions, and (c) a type of work life by employees.
- (5).QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancements opportunities, and participation in decision making.
- (6). As such quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of

the organization. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills Essential things to improve the work life of employees in the organization

- Q** - **Quest of excellence**
- U** - **Understanding**
- A** - **Action**
- L** - **Leadership**
- I** - **Involvement of the people**
- T** - **Team Sprit**
- Y** - **Yardstick to measure progress**



**Job Satisfaction:** Job satisfaction is the favorableness or unfavourableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements – such as autonomy, variety, task, identity, task significance and feedback contribute to employee’s satisfaction. Likewise, orientation is important because the employee’s acceptance by the work group contributes to satisfaction. In sort, each element of the environmental system, can add to, or detract from, job satisfaction. Offering compensation and rewards significantly lower compared to the competitors for the same type of work can trigger employees’ dissatisfaction that will create intention among them to leave the organization. Therefore, it is important to know whether the employees are satisfied. It is also widely expressed that job satisfaction appears to stem from the interaction between the employee, the job itself and the organizational context within which the job is carried out. In summary, the scope of job satisfaction varies with the industries however; general concepts such as physical conditions that allow the utilization of the ability of employees, proud of working in an organization and a sense of belonging that leads to job satisfaction are among the items adopted in any study on Quality of Work Life.

## LITERATURE REVIEW:

In today’s competitive business environment, employees of organizations can be viewed as representing a unique organizational resource, which can be used for gaining competitive advantage under a work environment that is conducive for human work. An organizational environment conducive for human work requires the creation of work conditions that can enhance the quality of an employee’s work life in the organization towards increased performance and productivity. In other words, the organizational environment must have the capacity to satisfy meaningfully an employee’s organizational and personal needs, and also the ability to shape’ organizational values that better support and promote employees’ health and well-being, job security, job satisfaction, competency development and balance between work and non-work life. Quality of Work Life Constructs There are many “quality of work life” constructs in literature. Hackman and Oldhams (1980) consider “quality of

work life” as a work environment that is able to fulfill employees’ personal needs by providing a positive interaction effect between their physical and mental well-beings. Therefore, “quality of work life” can be considered as a complex organizational issue, since it concerns the challenge of creating positive interaction between the physical and mental wellbeings of employees towards increased productivity (Lawler, 1982). In this regard, “quality of work life” represents the level of freedom that employees have in ensuring that their job functions match their personal needs and interests. The “quality of work life” is a program designed to increase employees’ satisfaction with their work environment along with their productivity (Carrell & Heavrin, 2009). “Quality of work life” is a reflection of the way of thinking about people, work and organization involving a concern for employees’ wellbeing and organizational effectiveness.

The purpose of this study was to explore the experiences of employees with respect to the quality of their work life. Specifically, this study addressed the following research questions: 1) How do employees experience their work environment in terms of Stress, Job Satisfaction, Safety and Security, Work load, Time Pressure, and work-life

### **Important of the Study:**

The purpose of this study was to explore the experiences of employees with respect to the quality of their work life. Specifically, this study addressed the following research questions:

- 1) How do employees experience their work environment in terms of Stress, Job Satisfaction, Safety and Security, Work load, Time Pressure, and work-life balance?
- 2) What is the experience of employees relating to Quality of work life initiatives?

### **Statements of the Problems:**

For the present study, the term Quality of Work Life refers to values and attitudes contained in working life of any employee. The “working life concept” consists of many factors such as, Pay, Promotion, Opportunity for Continued Growth and Security, Benefits, Contingent Rewards, Safe and Healthy Working Conditions, Operating Procedures, Coworkers and Supervision, Nature of Work, Social Integration in the Work Organization, Constitutionalism in 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 the human elements involved etc.

### **Objectives of the study:**

1. To find out how quality of work life leads to high satisfaction and performance of employees.
2. To identify the major factors that influences the Quality of Work Life of employees.
3. To determine the preponderant variables in quality of work life.
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**Methodology:****Method of Data Collection:**

The researcher has prepared structured questionnaires, which contained predominantly multiple choice questions. The respondent's opinions are gathered 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 Cotton Textile Plant, in Vedaendhur. Each employee is considered to be the sampling unit.

**Sample Size:** employees of Cotton Textile Plant, in Vedaendhur, TamilNadu, India strength is identified the entire universe; meanwhile the sampling size is confined only for 300 employees for among various cater of position in their jobs. Convenient sampling is adopted to get insight about the study.

**Statistical Tools:**

The collected data is consolidated, tabulated and analyzed by using statistical tools like descriptive statistics and Chi- Square Test.

Table 1: Employees' satisfaction with current Job

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	20	7
Agree	271	90
Moderate	9	3
Disagree	0	0
Highly Disagree	0	0
Total	300	100

Inference: Above table reveals that 7% of respondents are highly satisfied, 90% of respondents are satisfied, 3 % of respondents are neutral No employees remaining are dissatisfied and highly dissatisfied.

Table 2: Employees' satisfaction with Salary package

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	0	0
Agree	58	20
Moderate	200	66
Disagree	42	14
Highly Disagree	0	0
Total	300	100

Inference: 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 (%)
Strongly Agree	0	0
Agree	142	44
Moderate	258	56
Disagree	0	0
Highly Disagree	0	0
Total	300	100

Inference:

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 Cotton textiles in vedasendhr 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	24	8
Agree	198	66
Moderate	66	22
Disagree	12	4
Highly Disagree	0	0
Total	300	100

Inference:

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	30	10
Agree	192	64
Moderate	72	24
Disagree	6	2
Highly Disagree	0	0
Total	300	100

Inference:

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	18	6
Agree	186	62
Moderate	84	28
Disagree	32	11
Highly Disagree	0	0
Total	300	100

Inference:

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

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	204	68
Agree	96	32
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	300	100

Inference:

Above table shows that 68% of respondent strongly agree about the casual leave, 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	70	25
Agree	200	65
Moderate	30	10
Disagree	0	0
Highly Disagree	0	0
Total	300	100

Inference:

The table is 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	108	36
Agree	136	42
Moderate	56	22
Disagree	0	0
Highly Disagree	0	0
Total	300	100

Inference:

The chart shows that 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.

Analysis of Association between jobs related variables and Quality of Work Life:

Hypothesis

Ho: There is no significant difference between jobs related variables and QWL.

H1: There is significant difference between jobs related variables and QWL.

Table 10: Chi-Square Test for Job related Variables.

SL.NO	Variables	Chi-Square Value	Table Value	Significant \Non Significant
	Salary and Bonus	14.21	12.8	Significant
	Job Securities	47.12	10.5	Significant
	Employee Benefits	28.29	12.8	Significant
	Health and Safety	19.36	10.5	Significant
	Cordial Relationships	16.27	12.8	Significant
	Grievance Redresses	7.68	10.5	Non-Significant
	Performance Appraisal System	0.245	12.8	Non-Significant

In the above table all the variables were found to be significant ( $p < .05$ ), except Grievance redressed and performance appraisal hereby interpreting that these variables have significant association with quality of work life, concluding that these variables put major impact and give high contribution in raising quality of work life.

**FINDINGS OF THE STUDY:**

From this study it is found that most of the employees agreed that they are satisfied with their overall Quality of Working Life, which is very close to the average for the sector. Majority of the employees report slightly lower levels of satisfaction with Home-Work Interface compared to the benchmark data. This area may warrant further consideration and respondents reported greater satisfaction with Working Conditions in comparison to the benchmark data. It is observed that majority of the respondents accepted that the better working condition will helps for work performance and reduce exhaustion. 45% of the respondents accept that welfare measures motivate them towards better performance, 26% accept it is by Inter personal relations, 19% said that they perform well due to growth opportunities and rest of them are due to some other reasons. It is found that supervisor’s support, working condition are the most essential factor for employee performance. The major reasons for low performance is that 24% of respondent said due to power shutdown and lack of training and 08% said due to in adequate welfare measures, 13% of the respondents are saying that due to personal reasons and remaining people have some other reasons for their low performance. In general QWL factors are the most influencing factors for employees work performance. The company have been adapt various program for the betterment of Quality of Work Life like, for adequate and fair compensation, the company provides bonus, PF etc, the safe and healthy working condition of the employees is ensured by providing dust proof facility, light ventilation, drinking water, canteen facility etc, for the proper balance between work and personal life, the company provides work shift facility.

**SUGGESTIONS:**

The research has suggested that the company may adopt an enlightened policy of frequent training and the promotion of welfare facilities will contribute to make the labor force to perform well. And it is suggested that there must be a proper understanding between supervisors, because the workers are expecting more understandable and care taking supervisors. It is found that the workers performing well even in poor working conditions. Our findings suggest that welfare measures have important implications for their performance. Inter personal relations and Growth opportunities may be ‘a help’ to employee’s work performance; workers who work for joy or pleasure appear to perform

better than those who do not. Finally it is suggested that, the company may adopt a regular system to assess the grievances and problems of the employees

1. Adequate training and development programs should be provided to the employees for an effective increase in the performance and attitude levels.
2. More recreational facilities and welfare measures should be provided by the company to reduce work stress and to enhance the satisfaction of their working environment.
3. Superior officers and the managers should try to create friendly relations with their subordinates so as to motivate the performance of the employees and workmen.
4. The safety measures in the company should be improved in continues way and should be improving the functioning of the quality circle.
5. The Performance Appraisal was to be conduct frequently and analyze the employee's recital which should lead to satisfy their monetary and non monetary terms.
6. The company must need to adopt the regular system to asses the graveness and problem of the employees

The strategies for improvement in QWL include self managed work teams, job redesign and enrichment, effective leadership and supervisory behavior, career development alternative work schedules, job security, administrative or organizational justice and participating management.

### CONCLUSION:

The study found that there is a high level of satisfaction among the employees regarding the Quality of Work life. The factors determining the satisfaction with the quality of work life in the organization were "Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the work force, Constitutionalism in work organization, Eminence of Work Life and Social relevance of work, Cordial relationship with employees and superiors, and remedy for the grievance and performance appraisal. All these factors are positively correlated with the quality of work life in Cotton Textile Mills vedasendhur. Adequate training and development programs should be provided to the employees for an effective increase in the performance and attitude levels.

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