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A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur

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Abstract: Quality of Work Life deals with various aspects of work environment, which facilitates the human resource development efficiently. Thus, Quality of Work Life helps in the development of human resources. In fact, QWL includes and motivates the employees to born further for present and future roles. QWL as a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. This study is to find out the socio economic background of the employees and their Contribution to QWL. Fifty respondents were selected from the workman categories so the researcher adopts the simple random sampling technique using the lottery method. The researcher selected the respondents from all categories of employees by using simple random sampling. From the study we can arrive the conclusion that the quality of work life contributes to the workers' performance in a holistic manner. The study also helps us to know the loop holes of the Company in providing the workers' basic necessities. It also helps us to know how the workers are treated by the management. It also helps the workers to address their grievances.

I. INTRODUCTION

Human Resource Development techniques include performance analysis and development, training and development, career planning and development, organizational change and development and quality circles. Quality of Work Life deals with various aspects of work environment, which facilitates the human resource development efficiently. Thus, Quality of Work Life helps in the development of human resources. In fact, QWL includes and motivates the employees to born further for present and future roles.

Employees at the grass root level experience a sense of frustration because of the low level wages, poor working conditions, unfavourable terms of employment, inhuman treatment by their superiors and the like, whereas managerial personnel feel frustrated because of alienation over the conditions of employment, interpersonal conflicts, role conflicts, job pressures, lack of freedom in work absence of challenging work etc.

Definition

QWL as a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

According to Wheeler and Hunger that the Quality of, Work Life emphasizes improving the human dimension of work. They should they to improve QWL by introducing participative problem solving, restructuring work, introducing innovative reward systems, and improving the work environment.

Meaning of Quality Work Life (QWL)

There are two ways of looking at what QWL means, one way it equals Quality of Work Life with a set of objective, organizational conditions and practices. The other way equates QWL with employee's perceptions that they are safe, relatively well satisfied and able to grow and develop as human beings. This relates QWL to the degree to which the full ranges of human needs are met.

QWL refers to the favourableness' or unfavourableness of a job environment for people. QWL like programs usually emphasize employee skill development, the reduction of occupational stress and development of more cooperative labour management relations.

II. REVIEW OF LITERATURE

According to **Stein (1983) and Reid (1992)** have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the category of external rewards, which in addition to pay includes promotion or position, and rank or status.

Like Walton (1973) and Orpen (1981), (Newell, (2002); Stein, (1983); Kerce & Booth- Kewley, (1993); Bertrand, (1992) and Harrison (2000), agree that safe and healthy work conditions have a significant impact on QWL. Newell (2002) highlights that QWL involves making improvements to the physical working conditions under which employees operate in order to make their work setting more favourable.

Walton (1973) asserts that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop his/ her skills and competencies. In light of the above - mentioned, jobs should contain a number of features that would allow employees the opportunity to use and develop their human capacities and eventually experience QWL. These features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness.

According to this determinant of QWL, the emphasis is shifted from job to career advancement (**Walton, 1973**). Although **Orpen's (1981)** research reflects a degree of overlap between this determinant and the previous one, similarly what he categorized as 'opportunity for personal growth' includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means to career development or succession possibilities.

H.C. Ganguly (1964) in his study explains on Indian workers attempted to examine various factors leading to job satisfaction or dissatisfaction and ranked adequate earnings at the first place. Other factors which are ranked high are job security and opportunity for advancement. Other factors such as job status and prestige, working hours, relation with colleagues etc. have been ranked as low motivators.

Skrovan (1983) stated that the involvement and participation of employees in the creation of their workplace were a central focus of every QWL process. Through this process, all members of the organization, through appropriate channels of communication set up for this purpose, have some say about the design of their jobs in particular and the work environment in general.

According to **Kotze (2005)** work-family balance enhances an individual's QWL, as involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role. Beyond this buffering effect, work-family balance is thought to promote well-being in a more direct manner. Balanced individuals experience low levels of stress when enacting roles, presumably as they are participating in role activities that are salient to them.

III. SAMPLING

The size of the Universe is 200, which consist of, 22 Supervisors and 178 Apprentice. Taking the whole population is more costly and time consuming, a representative sample should be picked up and conclusions drawn are supposed to represent the

whole population. Fifty respondents were selected from the workman categories so the researcher adopts the simple random sampling technique using the lottery method. The researcher selected the respondents from all categories of employees by using simple random sampling.

IV. OBJECTIVE OF STUDY

1. To study the various influencing factors of the QWL.
2. To study the socio economic background of the employees and their Contribution to QWL.
3. To suggest suitable measures for improving Quality of Work Life.

Hypothesis

- ✦ There is a significant relationship between the age of the respondents and their overall quality of work life.
- ✦ There is a significant relationship between the educational qualification of the respondents and their overall quality of work life.
- ✦ There is a significant relationship between the income of the respondents and their overall quality of work life.

Distribution of the respondents by their qualification

Serial Number	Qualification	No. of Respondents (n=50)	Percentage (100%)
1	Up to 12	12	24
2	UG	29	58
3	PG	05	10
4	Others	04	08

Findings: The above table indicates that majority 58 percent of the respondents are Under Graduates, 24 percent of the respondents are below +2, 10 percent of the respondents are PG and 8 percent belongs to diploma holders.

Inference: From the findings it can be assumed that more graduates with Diplomas in engineering are employed since the work requires technically skilled employees.

Distribution of the Respondents by their Experience

Serial Number	Experience in Years	No. of Respondents (n=50)	Percentage (100%)
1	2 Yrs	05	10
2	3-5 Yrs	06	12
3	6-8 Yrs	09	18
4	Above 9 Yrs	30	60

Findings: The above table reveals that majority of the respondents i.e. 60 percent have above 9 years experience, 18 percent have 6-8yrs exp, 12 percent have 3-5 yrs exp and 10 percent have 2yrs exp.

Inference: Taking the above findings it shows that more than half of the respondents have 9 years experience. Apart from that the rest is seen in other categories. This shows that the respondents retained for their job.

The Income Derived from Work is Satisfactory

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	03	06
2	Agree	12	24
3	No Opinion	27	54
4	Disagree	07	14
5	Strongly Disagree	01	02

Findings: The above table indicates that majority 54 percent of the respondents have no opinion, 24 percent of the respondents were in agree, 14 percent strongly disagree, 6 percent of the respondents strongly agrees and remaining 2 percent strongly disagrees.

Inference: The findings show that more than half of the respondents have no opinion and others being put in different categories speak well those earnings expenditures depends on family status.

Company Provides Safety Devices Adequately

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	05	10
2	Agree	40	80
3	No Opinion	02	04
4	Disagree	02	04
5	Strongly Disagree	01	02

Findings: The above table indicates that the vast majority (80 percent) of the respondents agree, 10 percent of the respondents strongly agree, 4 percent of the respondents neutral, 4 percent of the respondents disagree and 2 percent strongly disagree.

Inference: The findings give that majority of the workers enjoy the adequate safety devices at work places. A few disagree with it, for they might have found some deficiency or might have been employed in other companies.

Training is Conducted at Regular Intervals

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	02	04
2	Agree	38	76
3	No Opinion	05	10
4	Disagree	05	10
5	Strongly Disagree	00	00

Findings: The above table shows that 76 percent of the respondents agree with the statement, 10 percent of the response is found in no opinion and disagree and the remaining 4 percent strongly agrees.

Inference: From the above table and further funding is one can infer that there is training being conducted at regular intervals. Since the job requires innovation in technology.

Good Supervision of Work

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	02	04
2	Agree	41	82
3	No Opinion	07	14
4	Disagree	00	00
5	Strongly Disagree	00	00

Findings: The above table shows that 82 percent of the respondents agree, 14 percent have no opinion and 4 percent strongly agrees.

Inference: The findings show that workers agreed to the statement that they are being supervised in the proper manner. It is the fact that can be understood by the majority of the respondents.

Skills Identified and Fully Utilized

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	03	06
2	Agree	14	28
3	No Opinion	27	54

4	Disagree	05	10
5	Strongly Disagree	01	02

Findings: The above table shows 54 percent of the respondents have no opinion of the above statement, 28 percent agrees, 10 percent disagrees and 6 percent strongly agrees and 2 percent strongly disagrees.

Inference: The finding demonstrates the unawareness of their own skills and talents to exhibit to others in the workplace.

Opportunities Given to Apply Skills Possessed

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	00	00
2	Agree	23	46
3	No Opinion	23	46
4	Disagree	04	08
5	Strongly Disagree	00	00

Findings: The above statement indicates that 46 percent is the response opted for agree and no opinion and 8 percent disagree.

Inference: The findings show that there is an equal response to the statement above from the respondents saying that the first half agree to fact that there are opportunities and are given to apply their skills while the second half had no opinion regarding this.

Interpersonal Relationship between Supervisor and Workers

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	03	06
2	Agree	39	78
3	No Opinion	06	12
4	Disagree	02	04
5	Strongly Disagree	00	00

Findings: The above table shows that 78 percent agrees with the statement, 12 percent have no opinion, 6 percent strongly agrees and 4 percent disagree.

Inference: The findings show that the existence of good interaction among the fellow workers also the management is supportive of such working climate.

Quality of Work Life is Overall Good

Serial Number	Scale	No. of Respondents (n=50)	Percentage (100%)
1	Strongly Agree	04	08
2	Agree	08	16
3	No Opinion	32	64
4	Disagree	06	12
5	Strongly Disagree	00	00

Findings: The above table shows that 64 percent have no opinion, 16 percent agrees, 12 percent disagrees and 8 percent strongly agrees with the statement.

Inference: The Finding shows that the majority had no opinion, from this it can be understood the lack of awareness on the part of workers about the quality of work life.

Distribution of the respondents and their various dimension of Quality of work life

SR.No	Various dimension of quality of work life	No. of respondents (n=50)	Percentage (100%)
1	Compensation		
	Low	16	32
	High	34	68
Mean: 11.7800 / Median: 12.0000 / S.D.: 1.58166 / Min.: 6 / Max.: 15			
2	Safety and healthy working condition		
	Low	24	48
	High	26	52
Mean: 15.4000 / Median: 16.0000 / S.D.: 2.21313 / Min.: 10 / Max.: 20			
3	Opportunities for use and development of skills and abilities		
	Low	21	42
	High	29	58
Mean: 18.3600 / Median: 20.0000 / S.D.: 3.53270 / Min.: 8 / Max.: 25			
4	Work environment		
	Low	27	54
	High	23	46
Mean: 14.0600 / Median: 14.0000 / S.D.: 2.26247 / Min.: 6 / Max.: 19			
5	Social relationship		
	Low	23	46
	High	27	54
Mean: 23.2200 / Median: 24.0000 / S.D.: 2.78692 / Min.: 16 / Max.: 30			
6	Welfare measures		
	Low	22	44
	High	28	56
Mean: 22.6000 / Median: 23.0000 / S.D.: 3.28882 / Min.: 12 / Max.: 30			
7	Job satisfaction		
	Low	19	38
	High	31	62
Mean: 22.7200 / Median: 23.5000 / S.D.: 2.89292 / Min.: 14 / Max.: 29			
8	Overall quality of work life		
	Low	25	50
	High	25	50
Mean: 128.1400 / Median: 128.5000 / S.D.: 13.85200 / Min.: 96 / Max.: 162			

The above table shows that a vast majority (68 percent) of the respondents were in high level compensation and remaining 32 percent of the respondents were in low level.

The above table reveals that a majority (52 percent) of the respondents were in high level safety and healthy working condition and the remaining 48 percent of the respondents were in low level.

The above table shows that a vast majority (58 percent) of the respondents were in high level opportunities for the use and development of skills and abilities and the remaining 42 percent of the respondents were in low level.

The above table indicates that majorities (54 percent) of the respondent were in the low level working environment and the remaining 46 percent of the respondents were in high level.

The above table shows that a majority (54 percent) of the respondent were in high level social relationship and the remaining 46 percent of the respondents were in low level.

The above table reveals that a majority (56 percent) of the respondents were in high level welfare and the remaining 44 percent of the respondents were in low level.

The above table shows that a vast majority (62 percent) of the respondents were in a high level of job satisfaction and the remaining 38 percent of the respondents were in low level.

The above table indicates that each half (50 percent) of the respondents were in high and low level of overall quality of work life.

Karl Pearson Coefficient Correlation Relationship between Age of the Respondents and their Overall Quality of Life

Serial Number	Age	No. of Respondents (n=50)	Percentage (100%)
1	Compensation	.258	P>0.05 Not Significant
2	Safety and Healthy Working Condition	-.010	P>0.05 Not Significant
3	Opportunities for use and Development of Skills and Ability	-.002	P>0.05 Not Significant
4	Work Environment	-.021	P>0.05 Not Significant
5	Social Relationship	-.021	P>0.05 Not Significant
6	Welfare	.219	P>0.05 Not Significant
7	Job Satisfaction	-.188	P>0.05 Not Significant
8	Overall Quality of Life	.41	P>0.05 Not Significant

The above table indicates that there is no significant relationship between the age of the respondents and their overall quality of work life. Hence, the calculated value is greater than the table value.

Research hypothesis: There is a significant relationship between the age of the respondents and their overall quality of work life.

Null hypothesis: There is no significant relationship between the age of the respondents and their overall quality of work life.

Statistical test: Karl Pearson coefficient correlation test was used to test the above hypothesis.

Findings: The above table (43) indicates that there is no significant relationship between the age of the respondents and their overall quality of work life. Hence, the calculated value is greater than the table value. So the research hypothesis is rejected and the null hypothesis is accepted.

Karl Pearson Coefficient Correlation Relationship between Educational Qualification of the Respondents and their Overall Quality of Life

Serial Number	Educational Qualification	No. of Respondents (n=50)	Percentage (100%)
1	Compensation	-.198	P>0.05 Not Significant
2	Safety and Healthy Working Condition	.172	P>0.05 Not Significant
3	Opportunities for use and Development of Skills and Ability	-.181	P>0.05 Not Significant
4	Work Environment	-.120	P>0.05 Not Significant
5	Social Relationship	-.009	P>0.05 Not Significant
6	Welfare	-.062	P>0.05 Not Significant
7	Job Satisfaction	-.162	P>0.05 Not Significant
8	Overall Quality of Life	-.161	P>0.05 Not Significant

The above table shows that there is no significant relationship between the educational qualification of the respondents and their overall quality of work life. Hence, the calculated value is greater than the table value.

Research hypothesis: There is a significant relationship between the educational qualification of the respondents and their overall quality of work life.

Null hypothesis: There is no significant relationship between the educational qualification of the respondents and their overall quality of work life.

Statistical test: Karl Pearson coefficient correlation test was used to test the above hypothesis.

Findings: The above table shows that there is no significant relationship between the educational qualification of the respondents and their overall quality of work life. Hence, the calculated value is greater than the table value. So the research hypothesis is rejected and the null hypothesis is accepted.

Karl Pearson Coefficient Correlation Relationship between Income of the Respondents and their Overall Quality of Life

Serial Number	Income	No. of Respondents (n=50)	Percentage (100%)
1	Compensation	.121	P>0.05 Not Significant
2	Safety and Healthy Working Condition	.222	P>0.05 Not Significant
3	Opportunities for use and Development of Skills and Ability	-.055	P>0.05 Not Significant
4	Work Environment	.080	P>0.05 Not Significant
5	Social Relationship	.130	P>0.05 Not Significant
6	Welfare	.249	P>0.05 Not Significant
7	Job Satisfaction	-.030	P>0.05 Not Significant
8	Overall Quality of Life	.105	P>0.05 Not Significant

The above table (45) shows that there is no significant relationship between the income of the respondents and their overall quality of work life. Hence, the calculated value is greater than the table value.

Research hypothesis: There is a significant relationship between the income of the respondents and their overall quality of work life.

Null hypothesis: There is no significant relationship between the income of the respondents and their overall quality of work life.

Statistical test: Karl Pearson coefficient correlation test was used to prove the above hypothesis.

Findings: The above table shows that there is no significant relationship between the income of the respondents and their overall quality of work life. Hence, the calculated value is greater than the table value. So the research hypothesis is rejected and the null hypothesis is accepted.

V. SUGGESTIONS

The Company should focus on workers' welfare by providing the basic necessities such as quality food and hygienic sanitary equipments which will give to the workers psychologically, emotionally and physically fit enough to work.

The Company should also address the policies to the employee so that they don't feel deprived 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.

VI. CONCLUSION

From the study we can arrive the conclusion that the quality of work life contributes to the workers' performance in a holistic manner. The study also helps us to know the loop holes of the Company in providing the workers' basic necessities. It also helps us to know how the workers are treated by the management. It also helps the workers to address their grievances. As a whole a study on Quality of Work Life helps in the development of Human Resources.

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