

A STUDY OVER THE FACTORS AFFECTING QUALITY OF WORK LIFE: AN ANALYSIS OF EMPLOYEES OF A PRIVATE LIMITED COMPANY IN CALICUT KERALA

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ABSTRACT

Quality of Work Life (QWL) is generally associated with a series of objective organizational conditions and practices that enables employees of an organization to perceive that they are virtually safe, satisfied and have better chances of growth and development as individual human beings. QWL is nowadays drawing more attention globally as in modern society people spend about more than one-third of their lives at their workplace. Hence, the eminence and importance of QWL is unparalleled and unquestionable. This research article first focuses on the definitions of QWL, followed by various paradigms of QWL, which form the basic element of QWL in any organization, employment security, job satisfaction, occupational stress, work environment, work–life balance and human relations. Finally, the research proposes some strategies to improve QWL in organizations that focus on different areas of organizational functions: employee participation, job design and work organization, workforce awareness and career guidance, inter-group relationships, role of HR managers, self-managing work teams, rewards, alternative work schedules and supportive organizational culture.

The study was conducted in Ashique Exports Pvt.Ltd, Calicut, Kerala as the respondents were the employees and they are the population of the study. Descriptive research was the methodology used for the study and random sampling was adopted to take out the samples. The findings were no difference of opinion motivation on the basis of salary, on motivation among the employees on basis of experience, job involvement on the basis of experience, job involvement on the basis of salary, job satisfaction on the basis of salary and job satisfaction on the basis of experience

KEYWORDS: Job Satisfaction, Job Involvement, Job Enrichment, Employee Security, Employee Motivation

INTRODUCTION

F.W. Taylor's scientific management principles created awareness regarding human resources, who were earlier considered as mere instruments of production, ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then, till today continuous research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction balance with the aim of the organizations to combine better productivity with job and employee satisfaction. In order to achieve this twin objective, twin objectives, different approaches have been developed and applied. The concept of Quality of Work Life has originated from this continuous research process Quality of Work Life (QWL) has become one of the most important issues these days in every organization. Employees are the force that is behind every successful organization. No organization can become successful with technology only because for the use of technology also, organizations need to have strong work force. Quality of Work Life was the term actually introduced in the late 1960's. From that period till now the term is gaining more and more importance everywhere, at every work place. Initially quality of work life was focusing on the effects of employment on the general well being and the health of the workers. But now its focus has been changed .Every organization need to give

good environment to their workers including all financial and non financial incentives so that they can retain their employees for the longer period and for the achievement of the organization goals. Quality of working. The factors that influence and decide the Quality of work life are: Attitude, Environment, Opportunities, Nature of Job, People, Stress Level, Career Prospects, Challenges, Growth and Development and Risk Involved and Reward .At the end we can say that a happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal Walton proposed eight major conceptual categories relating to QWL as

- Adequate and fair compensation,
- Safe and healthy working conditions,
- Immediate opportunity to use and develop human capacities,
- Opportunity for continued growth and security,
- Social integration in the work organization,
- Constitutionalism in the work organization,
- Work and total life space and
- Social relevance of work life.

Multifarious criteria that characterize this industrial orientation include fair compensation, healthy working conditions, and opportunities for developing skills. Continued growth and, security conducive work environment, protection of workers' rights, social relevance and balance between work and personal life. Later, quality came to be recognized as an approach or method used for improving work. It was viewed to be synonymous with methods such as job enrichment, self managed teams and labor managed committees. The management in every organization should sincerely invite their employees to suggest ways to improve their operation and the quality of their work life, only if these ideas are received in a spirit of appreciation. The employees should then be asked to participate in studying the feasibility and recommend appropriate means of implementing each suggestion that survives such review. The quality of life at work probably would then be enhanced. A management practice that manifests concern about job enrichment, employee security, career opportunities and opportunities for employees to have voice in matters which affect them is entirely consistent with meticulously controlled operations in the interest of efficiency, effectiveness, quality assurance, customer service, profitability and high employee morale.

LITERATURE REVIEW

Walton (1974) attributes the evolution of Quality of Work Life to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930's and 1940's were the initial steps in this direction. Emphasis was given to job security, due process at the work place and economic gains for the worker. The 1950's and the 1960's saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970's the idea of Quality of Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include 'the values that were at the heart of these earlier reform movements and human needs and aspirations'.

Sekharan (1985) observes that, historically the concept of Quality of Work Life had originally included only the issues of wages, working hours, and working conditions. However, the concept has now been expanded to include such factors as the extent of workers' involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc

According to Keith (1989), Quality of Work Life refers to "the favorableness or unfavorableness of a job environment for people". The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement Gani (1993) in his study stated that the core of the Quality of Work Life concept is the value of treating the worker as a human being and emphasizing changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making.

American Society of Training and Development (1979) presented Quality of Work Life as a process of work organisations, which enables its members at all levels to participate actively and efficiently in shaping the organisations environment, methods and outcomes. It is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of organisations, and improved quality of life at work for employees.

THE NATIONAL STUDY OF THE CHANGING WORK FORCE (QUALITY OF WORK LIFE) is a research program of the families and work institute that surveys representative samples of the nation's labor force every five years. This report focuses on every five years. This report focuses on findings from the 1997 survey but also provides a historical perspective by comparing data from 1997 with data from the 1992 NSCW and from the U.S. Department of labor's 1997 quality of employment survey. Only data for wage and salaried workers who are 18 years or older are considered here. The sample sizes are 2,877 employees for 1997, 2,958 for 1992, and 1,298 for 1997. The researchers developed a conceptual model that ties together many of the elements embodied in discussions of work and personal life. This model, outlined below, portrays hypothesized casual pathways connecting characteristics of employees' jobs and workplaces, characteristics of their lives off the job, and aspects of their personal wellbeing to one another, as well as to the outcomes of primary interest to employer's job satisfaction, commitment to the employer, job performance, and retention_ at the pinnacle of the pyramid. The quality of worker's jobs and supportiveness of their workplaces are the most powerful predictors of productivity__ job satisfaction, commitment their employers, and retention, employers need to provide high quality jobs—whatever the employees occupation_and supportive workplaces and supportive workplaces_ whatever the industry

OBJECTIVES OF THE STUDY

To study the Quality of Work Life among the employees

To find out the correlation among motivation and job satisfaction among the employees

To find out the correlation between job satisfaction and job involvement

NEED OF STUDY

The primary goal of quality of work life research was to measure how Quality of work life effects the working environment of the organization. The secondary goals include measuring the measuring the relationship between motivation and job satisfaction, job satisfaction and job involvement.

RESEARCH METHODOLOGY

The Sample Size of the study is 55 and the tools used were One Way, Correlation, Regression and Chi square.

OBJECTIVES

Primary Objectives was to find out the quality of work life among the employees and the Secondary Objectives are to find out the job satisfaction of the employees and to find the job involvement of employees

ANALYSIS AND INTERPRETATION

One-Way ANOVA for employees motivation on the basis of salary, the calculated value 0.098 which is lesser than table value 2.70 for 0.05 level of significance therefore we accept the null hypothesis in their opinion regarding motivation. Therefore the sample means are more or less equal. So it is concluded that there is no difference of opinion among employees on the basis of salary. employees job involvement on the basis of experience; the calculated value 0.155 which is lesser than table value 2.70 for 0.05 level of significance therefore we accept the null hypothesis in their opinion regarding job involvement. Therefore the sample means are more or less equal. So it is concluded that there is no difference of opinion among employees on the basis of experience Correlation between motivation, job satisfaction and job involvement; shows that employee's motivation and job involvement are significantly correlated with jobs satisfaction. That means motivation and job involvement are positively related to job satisfaction. ($r=0.244$, $p<0.05$, $r=0.041$ p). Regression of Dependent Variable Job Satisfaction with motivation, job involvement, monthly income, experience; the above regression result shows that 4.2% of variance explains the relationship ($r=0.042$, $f=3.348$, $\beta=0.244$, $p<0.005$) ie. motivation is positively related to job satisfaction, -0.9% of variance explained the relationship ($r=-0.009$, $F=0.543$, $\beta=-0.101$, $P<0.05$) job involvement is not positively related to job satisfaction, -1.0% of variance explain the relationship ($r=-0.010$, $F=0.476$, $\beta=0.091$, $P<0.05$) ie, monthly income is not positively related to josatisfaction. 1.7% of variance explained the relationship ($r=-0.017$, $F=0.088$, $\beta=0.041$, $p<0.05$) experience is not positively related to job satisfaction. Opinion of the respondents about their duties and responsibilities; There is no association between age of employees & their opinion about duties and responsibility. From the above table fourteen percentage of the respondents have agree opinion about the satisfaction of their work. But twelve percentages of respondents have neutral opinion about duties and responsibilities. The above said different of opinion is proved by using analysis of independence test (chi-square). The chi-square have 29.221 is not significant at 5% level. So we accept null hypothesis.

FINDINGS

There is no difference of opinion among the employees motivation on the basis of salary, on motivation among the employees on basis of experience, job involvement on the basis of experience, job involvement on the basis of salary, job satisfaction on the basis of salary and job satisfaction on the basis of experience

CONCLUSIONS

Modern organizations are taking continuous efforts to improve the Quality of Work Life of its employees. These organizations are very much interested in attracting potential candidates in the market, trying to retain the efficient manpower and making attempts to reduce turnover rate of employees. Being a Government of Kerala Undertaking, Ashique exports pvt Ltd. is also taking steps to improve the Quality of Work Life of its employees. For making any improvement, it is necessary to know the prevailing environment in the organization through the views expressed by its employees. Therefore, an attempt has been made to get the views of employees about the Quality of Work Life enjoyed by

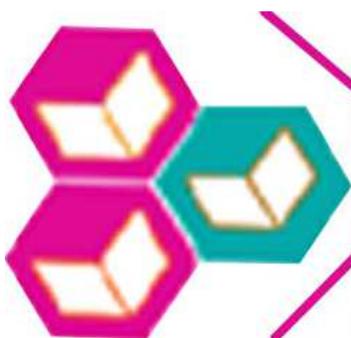
them. The outcome of the study will facilitate the authorities to know the pulses of employees and their expectations and make improvements in the Quality of Work Life of employees.

The data needed for this study have been collected through officials' source and primary data was collected directly from the respondents selected for the study. The collected data have been compiled and analyzed. Based on the analysis, the findings of the study have been listed and suggestions have been offered to strengthen the prevailing Quality of Work Life of employees

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