



A STUDY ON QUALITY OF WORK LIFE OF EMPLOYEES IN APOLLO TYRES LTD

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Abstract

Quality of working life has recently emerged as an important area of concern. Quality of work life is seen as another option to the control approach of overseeing individuals. "Quality of work life refers to the relationships between a worker and his environment, adding the human dimensions to the technical and economic dimensions within which work is normally viewed and designed". Quality of work life relates to the environmental conditions and facilities in which workers have to work. For enhancing quality of work life working environment and facilities have to be improved and more human conditions are to be made. It believes that individuals perform better when they are permitted to deal with their work and allowed to take decisions. The present study aims to ascertain the Quality of work life of employees of Apollo Tyres Ltd and to measure the satisfaction of employees towards Quality of work life. Primary data has collected using questionnaire and a sample of 200 employees has been selected for the study. Tools like percentage, Likert 5 point scale, chi square has been used for analysis.

Keywords: Quality of Work Life, Satisfaction, Employees.

Introduction

The Quality of work life spurs individuals by fulfilling their financial needs as well as social and mental needs. To fulfill the requirements the young generation organization needs to focus on employment outlines and organization of work. Further, today's workforce understands the significance of interrelationships and is attempting to strike a harmony between professional and individual lives. More clarity of interrelationship of various aspects of quality of work life provides the opportunity for better analysis of chain of circumstances in the workplace. This considerations of quality of work life as the greater context for various factors in the workplace, such as job satisfaction and stress may offer opportunity for more cost effective interventions in the workplace. Quality of work life is a multi dimensional aspect which includes good compensation and rewards, Job Satisfaction, Job security, personal and career growth opportunities, participative management style and recognition, motivation, health and safety of the employees, work life balance. Better Quality of work life leads to improved quality of performance, increased productivity and job satisfaction. Quality of work life is the core point for organizational success and employee satisfaction. Quality of work life is considered as umbrella under which employees feel happy and satisfied with the workplace as a result of this they will give full support and cooperation to the management to enhance the profitability.

Scope of the study

In this hectic world of work, people are working under pressure and they are unable to balance their work and personal life so it is essential to study the quality of work life provided by an organization to its employees and their satisfaction towards it. The present study was confined to employees of Apollo Tyres Ltd. This study covers the quality of work life of employees and their satisfaction. Satisfied employees lead to increased productivity and profitability of the organization.

Objectives of the study

1. To ascertain the Quality of work life of employees of Apollo Tyres Ltd
2. To measure the level of satisfaction of employees towards quality of work life.

Hypotheses

H₁ - There is no association between age and pay structure.

H₂ - There is no association between age and job security.

Methodology

Primary data and Secondary data have used to collect the data. Primary data has been collected using questionnaire. A sample of 200 employees has been selected for the study. The sample has been selected by using convenience sampling method. A structured questionnaire was administered among the respondents for collecting necessary information. Secondary data has been collected using websites, magazines and journals.

Tools and Techniques

Data collected through questionnaire is classified and tabulated as per the need of study. Tools such as percentage analysis, Likert 5 point scale and chi square test has been used in order to analyses the data. An inventory developed by Richard E. Walton identifying eight dimensions of quality of work life is also used.



Review of Literature

G. Jagadeesh Chandran and M.D Baby (2003) in their study revealed that a high quality of work life leads to better quality of life of the people. Quality of work life has been considered as means and at the same time an end in itself. New employees can be retained with sufficient morale by providing suitable safe and healthy working conditions.

The study of Harish Metha and R. Thandvan (2011) intended to ascertain the Quality of work life elements work environment, job analysis organizational climate, educational climate and its impact. The study identifies that there exists significant relationship among the various variables of factors of quality of work life of college teachers

In the study made by M.Venkateshaiah and K.Ramachandra (2012) proved that quality of work life is required to satisfy both organizational predetermined objectives as well as the needs of its employees. Quality of work life and Organisational effectiveness are considered to be twin goals of an organisation.

Analysis and Findings

Table 1: Satisfaction Level of Employees

Particulars	Response Rate		Percentage of Response Rate	
	YES	NO	YES	NO
Bonus	160	40	80%	20%
ESI and PF	140	60	70%	30%
Medical and Insurance Benefits	153	47	77%	23%
Promotion	120	80	60%	40%
Training	153	47	77%	23%
Canteen Facilities	140	60	70%	30%
Role in Decision Making	160	40	80%	20%
Proper Communication	160	40	80%	20%
Performance Appraisal	180	20	90%	10%
Grievance Redressal	140	60	70%	30%
Recognition	160	40	80%	20%
Job Satisfaction	187	13	93.5%	6.5%

Source: Primary Data

Table 1 shows that

1. Analysis of satisfaction level of employees regarding bonus shows that 80% are satisfied
2. Majorities (70%) of the employees are satisfied with ESI and PF provided to them.
3. Employees are satisfied with medical and insurance benefits provided to them.
4. Satisfaction level regarding promotion policy reveals that 60% of employees are satisfied
5. Seventy seven percent of the employees are satisfied with training provided by the company
6. Seventy percent of the employees are satisfied with the canteen facilities.
7. Majority of the employees opinioned that they have good role in decision taking of their department
8. Eighty percent acknowledge that the company communicates every new change that takes place from time to time
9. Majority (90%) of the respondents are satisfied with performance appraisal methods adopted by the management.
10. Satisfaction level of the grievance redressal shows 70% are satisfied
11. Eighty percent are satisfied that company gives them ample amount of recognition.
12. Majority (93.5%) of respondents are satisfied with their present job.

Quality of work life Framework

Richard e Walton (1975) identifies eight dimensions, which make up the quality of work life frame work. They are

1. Adequate fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Future opportunities for continued growth and security
5. Social integration in the work organization
6. Constitutionalism and right for privacy in the work organization
7. Work and total life space refer to the balanced role of work
8. Social relevance of work
9. He proposed the same criteria for measuring quality of work life.



Table 2: Quality of work life

Criteria	No. of respondents					Score	Attitude
	SA	A	UD	DA	SD		
Pay structure in fair	27	146	27	-	-	800	Favorable
The place of work provides a good environment to work	47	140	13	-	-	834	Favorable
Have opportunities to learn new things	73	67	60	-	-	813	Favorable
Have job security	20	80	100	-	-	720	Favorable
Interpersonal openness companionship and tolerance exist in the organization	67	113	20	-	-	847	Favorable
Balance of work and personal life	33	147	20	-	-	847	Favorable
Work is recognized for its contribution towards the well being of the society	33	167	-	-	-	833	Favorable
Free to exercise right in the organization	27	133	20	20	-	767	Favorable

Source: Primary Data

Likert 5 point Scale is used in evaluating the statements. Each point on a scale carries a score. The score values for strongly agree, agree, undecided, disagree, and strongly disagree are 5,4,3,2, and 1 respectively. The Likert scaling technique, thus assigns as score values to each of the five responses. In this way the instrument is a total score for each response, which would measure the respondents' favorableness towards the given point of view. If the score value for any statement is more than 600, it is favorable response and if it is less than 600 the response is favorable.

As per Likert 5 point scale all statements in Table 2 are considered as favorable statements by the respondents. Table 2 shows that 13 percent of respondents strongly agree that the pay structure is fair 74 percent agree that the pay structure is fair. None of the respondents remain disagree or strongly disagree.

Seventy percent agree and 23 percent strongly agree that the place of work provides a virtuous environment to work. Thirty seven percent of the respondents strongly agree that they have opportunities to learn new things and 33 percent agree with this and 30 percent remains neutral.

Ten percent of the respondents strongly agree that they have the job securities and 40 percent agree with this 50 percent remains neutral, Fifty seven percent of the respondents agree and 33 percent of the respondents strongly agree that interpersonal openness, companionship and tolerance exist in the organisation.

Sixty seven percent of the respondents and 30 percent strongly agree that they are free to exercise their right in the organisation. 10 percent disagree and 10 percent of the respondents remain neutral.

Seventy percent of the respondents agree and 17 percent strongly agree that they are able to spend quality time with their family and friends and 10 percent of the respondents remain neutral.

Eight three percent of the respondents agree and 17 percent strongly agree that their work is recognised for its contribution toward the well being of the society.

Chi Square Test

With a view to find whether there is any association between pay structure and age and job security and age of respondents the following hypothesis is framed:

There is no association between pay structure and age of the respondents.

There is no association between job security and age of the respondents.

To test this hypothesis, Chi square test is applied and the results are given in Table 3

For applying the Chi square test, respondents are divided into two groups based on their age. Group 1 consists of respondents having age below 35 and group 2 consists of respondents having age above 35 years.

The answers strongly agree and agree are considered as positive answers while undecided, disagree and strongly disagree are considered as negative answers. Chi square test is done at 5% level of significance.



Table3: Hypothesis testing

Criteria	Age group	Answers		2 value	Table value	decision
		positive	negative			
Pay structure is fair	1	67	13	1.282	3.841	Accept
	2	107	13			
Have Job security	1	60	47	3.394	3.841	Accept
	2	40	53			

Source: Primary Data

The result of chi square test shows that there is no association between pay structure and age and between job security and age of the respondents.

Conclusion

The study is to analyse the Quality of work life of employees in Apollo Tyres Ltd and to measure the level of satisfaction of employees towards QWL. From the study it is clear that the overall quality of work life employees is good and they are highly satisfied with it.

In order to use the maximum potential of the human resource, the organisation has to provide them with the best quality of their working life. Therefore every organisation should try to improve the quality of work life of employees.

Suggestions

1. Management should improve their promotion policy. Equal consideration of promotion based on seniority and merit could be adopted; it leads to satisfaction from the part of employees, especially youngsters.
2. The organization can provide effective training for efficient performance of employees.
3. Since only minimum amount is charged for the canteen facilities, dissatisfaction may due to the quality of food. So company should improve the quality of food to reduce dissatisfaction.
4. Company should review their Grievance Redressal procedure.

Each organization needs to fulfill the fundamental needs and requests of its employees because of the fact that the motivated and satisfied employees are the source of accomplishing the organizational objectives and goals.

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