



A STUDY ON QUALITY OF WORK LIFE AMONG EMPLOYEES OF DIESEL LOCOMOTIVE WORKS, VARANASI

Arti Verma

Research Scholar, Faculty of Commerce, Banaras Hindu University, Varanasi, Uttar Pradesh, India.

Abstract

Quality of work life (QWL) means favourable or unfavourable conditions of work environment for persons working in any organisation. It is a process in which organization realises its responsibility to develop job environment and working conditions that are favourable for its employees. A good quality of work life is essential for an organization to continue to attract and retain efficient and skilled human resources as the success of any organization is highly dependent on how it attracts, recruits, motivates and retain its human resources. This study measures the Quality of Work Life in Diesel Locomotive Works, a government sector undertaking of India. The research design chosen is descriptive in nature and sampling technique is convenient sampling. A sample of 80 respondents was collected using questionnaire out of the universe of 800 employees. Percentage analysis is the tool that is used for data analysis. It is found that Quality of Work Life and job satisfaction level is significant in the selected organization and the areas which need improvement are lack of adequate & fair compensation, freedom at work etc.

Keywords- Quality of Work Life (QWL), Diesel Locomotive Works, Human Resources, Organization, Work Environment.

INTRODUCTION

Quality of work life (QWL) is basically the quality of relationship of working human resources with their total work place environment that promotes and maintains work satisfaction. Quality of Work Life deals with those various aspects of work environment which facilitates development of human resources of any organisation efficiently. QWL involves wide variety of components that have influence on the performance of employees such as adequate and fair compensation, safe and healthy work environment, conditions of employment, relation and cooperation among colleagues, development and growth of human capacities, and social security benefits etc. It is a comprehensive programme entitled to improve overall satisfaction of employees related to their job as a good Quality of Work Life motivates employees to perform their present and future roles efficiently. Therefore, organizations are required to adopt a strategy to improve quality of work life of its human resources with an aim of improving working conditions of employees with an ultimate aim of achieving organizational goals.

At present times, the concept of Quality of work life has assumed growing importance in almost all organizations, all over the world as the success of every organization largely depends on its skilled, motivated and efficient employees. A good quality of work life ultimately results in overall life satisfaction and general feeling of well-being of working individuals through overall job satisfaction along with the success of the organization. QWL is very important in the context of commitment to work, motivation and efficient job performance. Taking in to consideration such an increased significance of Quality of work life, the present study is taken, to examine the Quality of Work Life in the selected organization.

REVIEW OF LITERATURE

Reviewing of existing literature is an essential step of research process; it tends to correlate the problem under study with the existing ones. Here an attempt has been made to present the literature of the relevant studies carried out by the researchers in the area of QWL-(Mehta, 2012), defines the term QWL as the favourableness or unfavourableness of a total job environment for people. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. The elements in a typical QWL program include - open communications,



equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. According to (Sinha, 2012) , there are twelve important factors of quality of work life. These working factors are important for the development of organizations' most valuable assets (employees). These factors are also useful for gaining competitive advantage in the market. These factors are communication, career development and growth, organizational commitment, emotional supervisory support, flexible work arrangements, family response culture, employee motivation, organizational climate, organizational support, job satisfaction, rewards and benefits and compensation. Likewise different authors have suggested different suggestions for the improvement of quality of work life.

(Amin, 2013), has conducted a study entitled, "Quality of Work Life in Indonesian Public Service Organizations: The Role of Career Development and Personal Factors", to examine the integrative of Quality of work life involving the role of career development and personal factors of public service employee. The study finds out that career development and personal factor could enhance quality of work life of employee. (Vinita Sinha, 2013), conducted a research study to examine relationship of work related factors with the perception of quality of work life and also to compare the relationship between quality of work life employees of private sector, public sector and entrepreneurs. The study has also examined the differences found between entrepreneurs, government and private association's employees' ratings of their quality of work life experience. And it highlights that work related factors have significant and differential relationship with perception of quality of work life among three sectors. (Nagaraju Battu, 2014), has also undertaken a study on the topic, "Quality of Work Life of Nurses and Paramedical Staff in Hospitals", with the objective to explore the quality of work life of nurses and para-medical staff in private and public sector hospitals in Vijayawada, India. The study has concluded that in private sector the management has to take measures on work stress, job satisfaction and staff communication and in public sector the government has to take necessary measures on working conditions, organizational climate and work stress.

OVERVIEW OF SELECTED UNIT

The Diesel Locomotive Works (DLW) in Varanasi, in the state of Uttar Pradesh, India, is a production unit owned by Indian Railways, which manufactures, diesel-electric locomotives and its spare parts. It is the largest diesel-electric locomotive manufacturer in India. Founded in 1961, the DLW rolled out its first locomotive three years later, on January 3, 1964. It manufactures locomotives which are variants based on the original ALCO designs dating to 1960s and the GM EMD designs of the 1990s. DLW has an annual production capacity of 250 locomotives and plans to increase it to 275 based on the current demand.

Besides the Indian Railways, it regularly exports diesel-electric locomotives and has supplied locomotives to other countries such as Sri Lanka, Malaysia, Bangladesh, Mali, Senegal, Sudan, Tanzania, Angola, and Vietnam and also to a few users within India, such as ports, large power and steel plants and private railways. It has various departments such as accounts, vigilance, medical, civil, electrical engineering, mechanical engineering, marketing and personnel department, having approximately 800 employees only in all these departments. For the purpose of this research study, responses about QWL have been collected from the employees of all these departments on the basis of convenient and random sampling.

OBJECTIVES OF THE STUDY

1. The objective of this study is to examine into the quality of work life among employees of DLW.
2. To suggest suitable measures to improve the quality of work life among workers.

LIMITATIONS OF THE STUDY

- The study is limited to only to the employees of Diesel Locomotive Works (DLW), Varanasi, a manufacturer of diesel-electric locomotives and its spare parts hence findings are limited to itself only.
- Convenient sampling has been used in the study and it has its own limitations.
- There is always limitation of personal biases of respondents.



RESEARCH METHODOLOGY

The research design chosen is descriptive in nature. The universe of the study refers to the employees working in various departments of Diesel Locomotive Works of Varanasi. The total strength of employees working in different departments is 800. The sample size taken to conduct the research is 80 employees. 10% of the universe has been taken for conducting the research. The respondents were selected by using convenient sampling technique. Questionnaire with 5 point Likert scale was used for primary data collection. Secondary data were collected from earlier research work, various published and online journals, magazines, websites and online articles. Simple percentage analysis is the tool used for data analysis.

DATA ANALYSIS AND INTERPRETATION

SIMPLE PERCENTAGE ANALYSIS
Table 1, Classification Based on Demographic Factors

Sl. No.	Demographic Factors	No. of Respondents	Percentage [%]
Age			
1.	21- 31 years	13	16.25
	32- 41 years	34	42.50
	42- 51 years	25	31.25
	52- 61 years	8	10
	61 years & above	0	0
	Total	80	100
Gender			
2.	Male	71	88.75
	Female	9	11.25
	Total	80	100
Educational Qualification			
3.	High School	2	2.50
	Intermediate	8	10
	Graduate	43	53.75
	Post Graduate	14	17.50
	Additional Qualification	13	16.25
	Total	80	100
Work Experience			
4.	0- 10 years	28	35
	10- 20 years	30	37.50
	20- 30 years	19	23.75
	30- 40 years	3	3.75
	More than 40 years	0	0
	Total	80	100

Interpretation

The demographic profile of respondents is presented in table 1. As far as the gender split of the respondents is concerned, it can be seen that 88.75 per cent of the respondents are male and 11.25 per cent female. Coming to the age of the respondents, only 16.25 per cent of the respondents are less than or of 31 years and majority i.e. 42.50 of employees are of age group 32 to 41 years. 31.25 per cent of the employees are in the age group of 42 to 51 years, and only 10 per cent in the age group of 50 to 60 years. 53.75 percentage of respondents' educational qualification is graduation. 37.50 percentage of respondent' total work experience is between 20- 30 years.



Table 2, Classification Based on Study Factors

Sl. No.	Study Factors	Agreeable level of Opinion	No. of Respondents	Percentage [%]
1.	Healthy and Safe Physical Working Conditions	Strongly Agree	47	58.75
		Agree	33	41.25
		Cant 'say	0	0
		Disagree	0	0
		Strongly Disagree	0	0
		Total	80	100
2.	Adequate and Fair Compensation	Strongly Agree	18	22.50
		Agree	40	50
		Cant' say	10	12.50
		Disagree	12	15
		Strongly Disagree	0	0
		Total	80	100
3.	Work Environment and level of satisfaction	Strongly Agree	35	43.75
		Agree	42	52.50
		Cant 'say	3	3.75
		Disagree	0	0
		Strongly Disagree	0	0
		Total	80	100
4.	Effectiveness of training on job performance	Strongly Agree	43	56.75
		Agree	37	43.25
		Cant 'say	0	0
		Disagree	0	0
		Strongly Disagree	0	0
		Total	80	100
5.	Freedom to offer Comments and Suggestions	Strongly Agree	30	37.50
		Agree	43	53.75
		Cant 'say	7	8.75
		Disagree	0	0
		Strongly Disagree	0	0
		Total	80	100
6.	Freedom at work	Strongly Agree	13	16.25
		Agree	51	63.75
		Cant 'say	11	13.75
		Disagree	5	6.25
		Strongly Disagree	0	0
		Total	80	100
7.	Social Security Benefits	Strongly Agree	24	30
		Agree	44	55
		Cant 'say	10	12.5
		Disagree	2	2.5
		Strongly Disagree	0	0
		Total	80	100
		Strongly Agree	18	22.50



8.	Job Satisfaction	Agree	60	75
		Cant 'say	0	0
		Disagree	0	0
		Strongly Disagree	2	2.50
		Total	80	100

Interpretation

Table 2 shows that on the satisfaction with the physical working conditions prevailing in the organization, 58.75 percentage of the respondent are strongly agree and 41.25 are agree. 22.50 percentage of respondent are highly satisfied on adequate and fair compensation given to them, 50 per cent only satisfied. 12.50 are of indifferent opinion and 15 per cent are dissatisfied with compensation. On satisfaction with work environment 43.75 are highly satisfied, 52.50 per cent are satisfied and 3.75 are of indifferent view. 56.75 percentages of the respondents strongly agreed that the training given by the organization helps them to achieve the required skills for performing the job efficiently and 43.25 are of agreeable opinion. 37.50 percentage given their view that they are strongly agree on the matter of freedom in offering comment and suggestions and 53.75 per cent are agree with this while 8.75 are of view of cant 'say. 16.25 percentage of respondents feel strongly free to do their work, 53.75 per cent agreed with this and 8.75 per cent said that they can't' say on this matter. 30 per cent of respondent are highly satisfied with social security provided to them, 55 per cent are satisfied, 12.5 per cent given the view of cant' say and only 2.5 were dissatisfied. 22.50 per cent of employees were highly satisfied with their job, 75 per cent were only satisfied and only 2.50 given their response that they are highly dissatisfied with their job.

FINDINGS

Demographic Factors

1. 42.50 per cent of respondents are between 32- 41 years age group.
2. 88.75 per cent of the respondents are male.
3. 11.25 percentages of them are female.
4. 53.75 percentage of respondents' educational qualification is Graduation.
5. 37.50 percentage of the respondents 'total work experience is between 10 to 20 years.

Study Factors

1. 58.75 percentage of the respondent are highly satisfied with physical working conditions prevailing in the organization.
2. 50 percentages of respondents are of the view that they are given adequate and fair compensation.
3. 52.50 percentage of respondent are comfortable with the work environment of the organization.
4. 52.50 percentage of the respondents strongly agreed that the training given by the organization helps them to achieve the required skills for performing the job efficiently.
5. 53.75 percentage of the respondents strongly agreed that they feel free to offer comments and suggestions in the organization.
6. 53.75 percentage of the respondents agreed that the organization gives sufficient freedom to at work.
7. 55 percentages of respondents are satisfied with social security benefits provided by the organization.
8. 75 percentages of respondents are satisfied with their job.

SUGGESTIONS

- Appropriate pay strategies could be adopted to give fair and adequate compensation to the employees. Performance based increments would improve the performance of the workers.
- Workers may be encouraged to offer suggestions for making improvements in the organization. This makes them feel their importance in the organisation.
- On the basis of need, sufficient training programs can be arranged so that the employee's productivity could be improved.



- Quality of can also be improved by provide more opportunities for employees' career growth and development.

CONCLUSION

The present study examined the existence of Quality of Work Life (QWL) in selected DLW organization. From the present study it is revealed that QWL is highly prevalent in the organization as per the views of employees. Job satisfaction level among the employees is also good. The factors which are showing dissatisfaction in some areas with the quality of work life in the organisation are lack of Adequate & Fair Compensation, freedom at work etc. These areas need special attention of the organization which is required to be improved. Taking into consideration the importance of QWL for people in the organisation, the organization should continue to take consistent and committed measures to sustain improve the QWL of employees. Such measures will surely benefit the organization as an assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents.

REFERENCES

1. Ajay Kumar, K. (2012). Quality of Work Life- An Overview. *International Journal of Marketing, Financial Services & Management Research* , 1 (10).
2. Amin, Z. (2013). Quality of Work Life in Indonesian Public Service Organizations: The Role of Career Development and Personal Factors. *International Journal of Applied Psychology* , 3 (3), 38-44.
3. Indumathy.R., K. (2012). A Study on Quality of Work Life among Workers with Special Reference to Textile Industry in Tirupur District – A Textile Hub. *International Journal of Multidisciplinary Research* , 2 (4).
4. Jerome, S. (2013). A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur. *International Journal of Advance Research in Computer Science and Management Studies* , 1 (4).
5. Johnson, C. P. (1978). *Quality of Working life: The Idea and Applications*. Ministry of Labour, Canada.
6. Kulkarni, P. P. (2013). A Literature Review on Training & Development and Quality of Work Life. *Researchers World -Journal of Arts, Science & Commerce* , IV (2).
7. Md. Zohurul Islam, S. S. (2009). Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone. *International Labour Organisation Conference*. Geneva.
8. Meenakshi Gupta, P. S. (2011). Factor Credential Boosting Quality of Work Life of BSNL Employees in Jammu Region. *APJRB* , 2 (1).
9. Mehta, E. (2012). Inevitability of Quality of Work Life in Today's Organisation. *Asian Journal of Multidimensional Research* , 1 (1).
10. Nagaraju Battu, K. C. (2014). Quality of Work Life of Nurses and Paramedical Staff In Hospitals. *International Journal of Business and Administration Research Review* , 2 (4).
11. Nair, G. S. (2013). A Study on the Effect of Quality of Work Life (Qwl) on Organisational Citizenship Behaviour (OCB) - With special reference to College Teachers is Thrissur District, Kerala. *Integral Review- A Journal of Management* , 6 (1), 34 - 46.
12. Sinha, C. (2012). Factors Affecting Quality of Work Life: Empirical Evidence from Indian Organizations. *Australian Journal* , 1 (11), 31-40.
13. Sorab Sadri, C. G. (2013). Sustainable Quality of Work Life and Job Satisfaction [An Indian Case Study]. *Elite Research Journal of Education and Review* , 1 (5), 48 - 54.
14. Vinita Sinha, K. S. (2013). An empirical study of quality of work life among employees of public and private sectors and entrepreneurs in Indian perspectives. *International Journal of Indian Culture and Business Management* , 7 (2), 133-151.

WEBSITES

15. www.dlw.indianrailways.gov.in.
16. www.wikipedia.org.