



QUALITY OF WORK LIFE OF EMPLOYEE'S IN SHASUN CHEMICAL INDUSTRY, CUDDALORE (SIPCOT)

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Abstract

The quality of work life (QWL) is a division of the quality of life which contains the relationship between employees and their total working environment with the human dimension. A quality of work life is the degree to which members of an organization are able to satisfy their personal needs through their experience in the organization. Its meeting point is on the trouble of creating a human work environment where employees work co-operatively and contribute to organizational objectives. The objective of the study is to identify the attributes/factors influencing QWL in an organization and to analyze the level of satisfaction of the employees on QWL in an organization. The employees of the shansun units in SIPCOT, cuddalore have been taken as sampling unit for the study. The researcher took the size of the sample is 50. Statistical tools of the study are Chi-square test, Kendall's coefficient of concordance have used to test the relationship between the variables taken for the study. The researcher finds revealed the fact that motivational insight viz., employee promotion, insurance, education, training, awards; recognition has been influencing the factor of Quality of work life. The quality of work life includes job security, good working conditions, adequate and fair compensation and monetary rewards.

Keyword: Employee, QWL, Work Environment and Organization.

Introduction

Rose, Beh, Uli, and Idris (2006), define quality of work life (QWL) is a philosophy or a set of ideology, which holds that groups are accountable, responsible and capable of making a valuable contribution to the society. This type of involves treating people with respect. The elements that are relevant to an individual's QWL include the task; the physical work environment and the social environment within the organization and administrative system are a relationship between life on and off the job (Rose, Beh, Uli & Idris, 2006).

The quality of Work Life (QWL) denotes all the managerial inputs which aim to the employee satisfaction and striking organizational effectiveness. The quality of Work Life is a method as a result of which is an organization responds to employee needs for developing the mechanisms, to allow them to share fully in making the decisions that design their lives at work. The term refers to the favorableness' or unfavourableness of a total work atmosphere for people. The QWL program are an additional way in which the organizations be on familiar terms with their responsibility to develop their jobs and working conditions that are excellent for people as well as for the economic health of the institute. The basics of a attribute of the QWL program include – open communications, fair reward systems, a distress for employee job security and satisfying careers and participation in decision making ect., The early on QWL efforts focus on job enrichment. In addition to humanizing the work system and QWL programs typically give meaning to the development of employee skills, the reduction of occupational stress and the development of more cooperative labor-management relations.

1. The QWL is a widespread, section- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees better manage change and transition
2. Some of them Dissatisfaction with the quality work of life is a crisis, which affects almost all workers regardless of position or status. Several 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 the attributes, which affect the quality of work life
3. Sometimes abbreviated of the QWL, quality of work life is a 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 makes 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 lived 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 view in a mixture of ways including (a) as a association; (b) as a set of managerial interventions and (c) a type of work life by employees

The quality of work life refers to the favorableness' and unfavourableness of a work environment of the people. It is a generic phase that covers person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organization and interpersonal relationship and its intrinsic meaning in a person's life. The fundamental purpose of the quality of work life is to develop the work environment that is excellent for people as well as for production.



The quality of work life is a subset of the quality of life which contains the relationship between employees and their total working environment with a human dimension. The quality of work life is the scale to which members of an institute are able to satisfy their personal needs through their experience in the institute. Its focus is on the problem of creating a human work atmosphere where employees work willingly and contribute to organizational objectives. The quality of work life is important for work performance, job satisfaction, labor turnover, labor management relations and such other factors which take part in a vital part in formative the overall well being of any industrial organization. The quality of work life progress aims to integrating the socio-psychological desires of employees. Quite a lot of experiments indicate that the interest in improving the QWL reflects societal changes. The developments have an influence on the growth of the quality of work life movement; ensure higher productivity and greater job satisfaction.

According to Kieran and Knuston (1990) Kotze,(2005), the term QWL is initiate with General Motors and United Auto Workers to express levels of job satisfaction. The dominant theme of much QWL research was the assumption that individuals' experiences of satisfaction or dissatisfaction define the quality of their work life (Wilcock & Wright, 1991; Kerce & Booth-Kewley, 1993). Thus as an outcome, QWL is measured by assessing an individual's reaction to work or personal consequences of the work experience (Nadler & Lawler, 1983).

Review of Literature

Walton (1973) has stated that the foremost intangible areas have to be identified viz., safe and healthy working conditions, adequate and fair compensation, growth and security, development of human competencies, social integration for understanding quality of work life. Delamotte and Walker (1974) have to indicate that prominence has been made in the humanization of work force which includes the need to protect the worker from hazards to health and safety.

Katz ell et. Al (1975) have to practical that an employee may take pleasure in a high quality of working life when he has positive feelings towards his job and its future prospects, to stay on the job and performs well. A report by QWL task force in George Manson University in Virginia, USA review the quality of their employees work lives and identified that the most important source of stress in work and the aspects of satisfaction/dissatisfaction of work affected the QWL of their employees.

Glasier (1976) have to revealed that quality of work life (QWL) implies job security, working conditions, adequate and fair compensation and more even one and the same employment opportunity altogether. Lawler (1978) has to urge that the plan based on participative culture in QWL principles have been create to be more effective than usually managed plans. Runcie (1980) has viewed that when an employee has positive perception of the quality of work life in the company; he would further probably strive to further improve the working conditions, increase production and can give quality products.

Lawler & Ledford (1982), Buchanan and boddy (1982) levitan and werneke (1984) have demonstrated that the improvement in QWL has definite prospective and possibility for improving productivity & overall organizational effectiveness. The degree of goal and addition of individual is radically influenced by the quality of organization climate & work life was the observation made by berrett (1991) while studying the individual goals & organization objectives. Singh (1994) experimental that Indian managers on the meaning of work environment, the decision-making communist assigned higher preferences to psychological rewards compared to monetary rewards. Both employer and employee better appreciate the importance of the Quality of work life of an organization.

The opinion of Rice R.W., et al. (1985) there is a relationship between work satisfaction and quality of people's life the work experience and outcomes can affect a person's general quality of life, both directly and. Indirectly through their efforts on family interactions, leisure activities and levels of health and energy.

Tenning's, Sandra Ann Ruff (1985) in her research compared the date collected in 1969 and 1977 by the Institute for Social Research at the University of Michigan to determine what, if any changes that were significant in the QWL issues during that period. In Addition to various demographic categories of employees were examined to determine response to questions about QWL were consistent with and across demographic categories of 1967 did not differ much from those of 1977 white-collar employees. And whites reported higher job satisfaction than did women and black and blue collar employees were found to be more satisfied with extrinsic rewards from work than non-union employees.

Richard T.De George (1990) asserts that quality of life has been carried over into the workplace environment as concern for the quality of work life. There are four scales components for analytical purposes. The first is the conditions of labor; the second the organizations of the organizations of the work performed: the third the relations of the workers among themselves with those above them and with the tools or. Machines with which they work: and the fourth the attitude of the worker to work.



Ahmed N (1981) Observes that the QWL is generic phrases that cover a person's feelings about every dimension of work environment, including economic rewards and benefits, security safe and healthy working conditions, organizational and inter-personal relationship and add intrinsic meaning to a person's life.

Nilkant and Tandon (1982) he point out the validity and relevance of socio-psychological factors in the Indian context, they suggest that the management can initiate a number of changes in work procedures, rationalize wage structures and bring about improvements in worker amenities and be working conditions all these would lead to improvement in the QWL.

According to R.C.Monga (1992) the holistic view of the productivity concept in realistic terms means (i) doing right things – as long as products which meet functional reliability and aesthetic needs of consumers and generate less waste and pollute less in use, meet qualitative needs, and are easy to maintain, (ii) doing things rightly – manufactures products in a manner which optimizes use of all resources, used clean and low wastage technologies, improves quality of work life, reduces wastage and maximizes value additions.

Objectives of the Study

- To identify the attributes and factors influencing the QWL in an organization.
- To analyze the level of satisfaction of the employees on QWL in an organization.
- To study the expectation of the employees to improve the QWL in their workforce.
- To know the influence of QWL on employees performance.

Research Methodology

The data required for the study has been collected from both primary and secondary sources. Primary data can be collected on the basis of the following methods through questionnaires. The employees of the shasun units in SIPCOT, Cuddalore have been taken as sampling unit for the study. The study is analytical in nature; employees from shasun chemical industries of equal capacity have been selected as sample of 50 respondents by using convenient sampling technique. A well-structured close ended interview schedule has been used as an instrument to conduct this research with queries relating to QWL of employees in an organization. In the study statistical tests viz., Chi-square test, ANOVA, Kendall's coefficient of concordance, Likert's scaling technique have used to test the relationship between the variables taken for the study.

Data Analysis

This section presents the analysis of the data that was collected from the respondents. Table 1 has shown the personal factors of the employees in Tanfac Industry.

Table 1: Personal Profile of the respondents

Personal factors	Age	No of respondents	Percentage
20-30 years		09	18
30-40 years		17	34
Above 40 years		24	48
Total		50	100

Table 2: Respondents from Gender

Gender	No of respondents	Percentage
Male	39	78
Female	11	22
Total	50	100

Table 3: Respondents from Marital status

Marital status	No of respondents	Percentage
Married	40	80
Unmarried	10	20
Total	50	100



Table 4: Respondents from Educational qualification

Educational qualification	No of respondents	Percentage
Diploma	15	30
Degree/ UG	21	42
PG	7	14
Total	50	100

Table 5: Respondents from Experience

Experience	No of respondents	Percentage
Less than 3 years	7	14
3-5 years	13	26
5-8 years	19	38
Above 8 years	11	22
Total	50	100

Table 6: Respondents from Salary level

Salary level	No of respondents	Percentage
Below Rs.10,000	16	32
Rs.11,000-Rs15,000	23	46
Above Rs.15,000	11	22
Total	50	100

Table 7: Respondents from Adequate income

Adequate income	No of respondents	Percentage
Yes	35	70
No	15	30
Total	50	100

48% of the respondents belong to above 40 years of age group, 18% belong to 20-30 years and 34% belong to 30-40 years age group. 78% of the respondents were male and 22% were female. 80% of the respondents were married and 20% were unmarried. 30% of the respondents were illiterate, 42% have studied up to school level and the same numbers of respondents have completed their graduations and diploma education. 38% of the respondents have had 5-8 years of experience and 14% have less than 3 years of experience, 46% of the respondents' monthly salary being Rs.5, 000-Rs.7, 000 and 22% earned above Rs.7, 000. 70% of the respondents get adequate income and 15% of the respondents do not get adequate income.

Factors Influencing Quality of Work Life

Work is an integral part of our life, as it is our livelihood or career or business. On an average, we spend around twelve hours daily in the workplace that is one-third of our entire life. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. Factors influence the quality of work life of employees has been shown in Table no.8.

Table 8: Factors influencing quality of work life

Factors	Total score	Mean	Rank
Working Environment	120	2.40	2
Motivational insights	150	3.00	1
Job freedom and security	113	2.26	4
Personal growth and career opportunities	117	2.34	3

Among the four variables, motivational insights have influenced most of the employees (mean value 3.00) to make a quality of work life. Good working Environment has accepted as the next important factor (mean value 2.40).Personal growth and career opportunities have scored as next influencing factor where the employees' provided facilities for self-improvement



(mean value 2.34) Job freedom and security have been scored as the next important influencing factor of quality of work life (mean value 2.26). Kendall's coefficient of concordance has been used to find whether the rank assigned by the respondents have any similarities.

Kendall's (W) value

N	50
Kendall's W	0.0113

Kendall's (W) value 0.0113 (which has been less than + 1) has indicated that the opinion among the employees about the factors influencing QWL has very low similarity with each other in assigning the ranks.

Satisfaction on Present Level of Quality of Work Life

Respondents' opinion about the present level of quality of work life provided by their organization has been depicted in Table 9. Using Likert's scaling technique favorableness of the factors has been assessed.

Table 9: Satisfaction on Present level of Quality of work life

Particulars	H.S	S	N	D.S	H.D.S	Likert's points	Favourability
Job Satisfaction:							
Working hours	12	21	10	05	02	3.72	F
Job freedom/rotation	07	15	11	07	10	3.04	F
Promotion, training and recognition	21	09	12	07	01	3.84	F
Compensation	06	10	14	12	08	2.88	UF

To ascertain the favourableness or unfavourableness of the employees, the Likert's scaling technique has been used. The factors Job satisfaction, Financial needs are met and Like to continue the job have assessed as favorable factors as the calculated values are more than the normal mean value 3. Compensation has been identified as an unfavourable factor whose mean value (2.88) is less than the normal mean value 3.

Table 10: Safety and Healthy Working Conditions

No risk of illness	09	16	08	10	07	3.72	F
Humanized	06	16	08	10	07	3.20	F
Quite Tolerable	29	11	05	04	01	4.26	F
Emphasis on individual	09	20	11	06	04	3.48	F

While analyzing the safety and healthy working conditions, all the four factors viz., no risk of illness, humanized, quite tolerable and emphasis on individual have scored as favorable factors as their mean value is higher than the normal mean value 3.

Table 11: Opportunities to Develop Human Capacities

Accurate information	24	17	05	03	01	4.20	F
Ideas appreciated	08	13	15	07	07	3.16	F
Technical planning	04	05	17	14	10	2.58	UF
Information of other departments	06	19	14	09	02	3.36	F

In the case of opportunities to develop human capacities except for technical planning other factors viz., accurate information, ideas appreciated and information of other departments have gained favorable responses from the employees. Mean value has been higher than the normal mean value.



Table 12: Opportunities for Continued Growth and Security

Comprehensive work	13	11	17	03	06	3.44	F
Challenging work	07	09	11	15	08	3.00	F
Opportunities to improve job	06	16	19	07	02	3.34	F
Use of newly acquired knowledge.	06	11	13	12	08	2.90	UF

While taking the opportunities for continued growth and security comprehensive work, challenging work and opportunities to improve the job have been scored as the favorable factors (calculated values are more than the normal mean value 3. Use of newly acquired knowledge alone has scored as an unfavorable factor by the respondents (mean value is less than 3 -2.90).

Employees Social Integration With in the Work Force

Social integration in the workforce can be established by creating freedom from prejudice, supporting primary work group a sense of community and inter- personal openness, egalitarian and upward mobility. How respondents who had various range of salary interacted socially within the workforce has been depicted in table no.13.

Table 13: Social integration in the work force

Salary	Identify as a member	Interacts in terms of ideas & feelings	Encourages reciprocal help	Total
Below Rs.10,000	6	3	7	16
Rs.11,000-Rs15,000	8	4	11	23
Above Rs.15,000	4	3	4	11
Total	18	11	22	50

To know if there has been any difference of opinion between the respondents who have a different range of salary on the social integration in the workforce, ANOVA test has been applied and shown in Table no.4 with the null hypothesis.

Ho: There has been no significant difference between salary and social integration in the workforce.

Table 14: Personal factor vs. Social integration in workforce- ANOVA Test

	Sum of squares	d.f	Mean value	F	Table value
Between social interaction	17.33	2	8.67	0.141	6.94
Between salary	20.00	2	10.00		
Residual value	284.67	4	71.17		
Total	322	8			

ANOVA value (0.141) is less than the table value (6.94).Hence the hypothesis is accepted. There has been no difference of opinion among the respondents on the social interaction in the workforce. Salary of an employee does not have any influence on the social interaction in the workforce.

Expectations of the Employees

Employees have some expectation from the workplace to improve the quality of work life. Work-related requirements have a direct relationship with the personal affairs of the employees. The expectations of the employees have been depicted in Table no.15.

Table 15: Expectations of the employees

Expectations	No. of employees	Percentage
Higher compensation	20	40
Innovative practices to improve technical knowledge	12	24
Individual recognition	8	16
Equitable rewards	10	20



40% of the employees have expected higher compensation, 24% of the respondents have viewed that to improve their technical knowledge innovative practices to be adopted in their organization. 16% of the respondents have needed individual recognition to differentiate their work with others. Remaining 20% of them have expected equitable rewards to increase the morale and productivity of employees.

Influence of Quality of Work Life on Employees Performance

When an employee has positive perception of the quality of work life in the company, he would further probably strive to further improve the working conditions, increase production and can give quality products. Table no.16 has shown the influence of quality of work life on employees' performance.

Table 16: Influence of Quality of Work life On Employees Performance

Influence	No. of employees	Percentage
Improves morale	18	36
Improved productivity	20	40
Increase the level of commitment	10	20

40% of the respondents have stated that due to QWL their productivity has been increased. 36% of employee respondents have said that their morale has been improved and 20% of the respondents' level of commitment to their work and organization has been increased because of the organizations' quality of work life.

Results and Discussion

The motive of this research was to highlight the quality of work life of employees in the textile industry. The quality of work life is important for job performance, job satisfaction, and labor turnover. The study findings exposed the fact that motivational approaching viz., training, promotion, insurance and awards; recognition has been influencing factor of Quality of work life. The quality of work life (QWL) includes job security, working conditions, adequate and fair compensation and monetary rewards. Katz ell et Al (1975) observed that employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well. In the study respondents have given a favorable response to the Job Satisfaction, Safety, and healthy working conditions, Opportunities to develop human capacities and Opportunities for continued growth and security of their organization. Employee expected higher compensation from their employers. The quality of work life (QWL) had an influence on employees' productivity.

Suggestions

To improve the quality of work life ideas of the employees should be taken into consideration while implementing changes in the organization. Each one and all employee in the organization has to be optimistic to take part in the technical planning of work. The institute has to give equal value to the achievements of the individual. Participate in the decision making of employees with their higher authority can be encouraged to avoid technical problems. The welfare of the workers is to be considered to some extent if the organization maintains the same level of operations.

Conclusion

The quality of work life is a background that promotes and maintains employee satisfaction with an aim to get better working conditions for labors and organizational effectiveness for employers. In QWL organizations, work is meaningful and done in a team arrangement. It plays a radical role on employee work performance and productivity in textile industry. Allowing employees who have knowledge, skill, and experience to participate in decision making make them to work enthusiastically and give recognition to them in their work which also promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

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