

Research Papers



A STUDY ON QUALITY OF WORK LIFE IN JEPPIAAR CEMENTS PRIVATE LIMITED, MELA MATHUR, PERAMBALUR-DISTRICT

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Abstract

This study quantifies the effects of quality of work life on employees. It aims to gain an insight into current working life policies and practices, as well as work-life balance issues of employees. Several notable factors that influence quality of work life are adequate and fair compensation; safe and healthy working conditions; opportunity to use and develop human capabilities; opportunity for career growth etc.

Quality of work life provides for the balanced relationship among work, non-work and family aspects of life. In other words, family life and social life should not be strained by working hours including over time, work during inconvenient hours, business travel, transfers, vacations etc. This report is formulated after through research and is based on the information given by the company personal and through questionnaire filled by the employees. The opinions of the employees are qualitative in nature. Descriptive research was used for the study. Primary data and secondary data were used for the study. Primary data was collected through questionnaire. Secondary data was collected to know the number and other details of employees working in the organization. The sample size consist of 50 respondents. The statistical tools used are percentage analysis, chi-square analysis and correlation to formulate the tabular columns. From the observation findings of the study, suggestions and recommendations have been submitted to the management and is hoped that the management will look into these recommendations and try to implement them in future. In due course of our project we have visited the company and interacted with the people concerned. Here I also got the opportunity to learn about work-life balance policies provided to the employees by an organization.

Introduction

Human Resource Development techniques include performance analysis and development, training and development, career planning and development, organization 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 for 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 low level of wages, poor working condition, 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.

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History and Origin of Quality Of Work Life (Qwl)

The concern for improving quality of work life has been increasing since the 1960's. The European approach to QWL involves industrial democracy via legislative arrangements for employees and labour involvement in work related decision making. The concept of Quality of Work Life originated in India in the mid – 1970, when the country was passing through a phase of intense labour unrest. However, it failed to take roots. Chakra borthy highlights the Indian approach to QWL and work ethics through a spiritual, metaphysical dimension to the personality of the worker. Quality of Work Life activity gained importance between 1969 and 1974, when a broad group of researchers, scholars, union leaders and government personnel developed interest in how to improve the quality of an individual through on the job experience.

Understanding Quality of Work Life (Qwl)

Quality of work life is an attempt to establish that performance is linked to involvement and satisfaction of employees at workplaces.

Quality in work is important for individuals and also for growth employment and a sustainable and competitive economy. Organizations must create a working life for employees that is sustainable in the long run and that creates more and better jobs. The Quality of Work Life is designed to provide programmes, services and guidance on practices that encourage a positive, constructive and productive work experience. Flexibility must be combined with security, influence, mobility, safety and learning at work. The employees must be able to influence, their own work and working time, work organization and work content.

Meaning Of Quality of 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 favorableness' or unfavorableness 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.

Definitions

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. The criteria defined as a characteristic of the individuals work experiences or work environment to evaluate QWL programmes' are such.

- Adequate and fair compensation
- Safe and healthy environment
- Development of human capacities
- Growth and security
- Social integration

Statement of the problem:

The study is made to know the quality of work life in Jeppiaar cements private limited, Perambalur District, which is an important problem which an organization should look up on. To achieve this strategy, the organization has to train and develop its most valuable resource i.e. Human Resource. Only a well-trained human resource can introduce quality products. In view of the above, I have decided to study the “quality of work life” activities in an organization which will help me to work in the HR field and contribute my best efforts in the organization where I'll be working in the future.

Review of Literature**WORK LIFE 2000 – QUALITY IN WORK**

The importance of quality in work was in focus at the work life 2000 conference, held January 22 – 24 as part of the Swedish presidency of the European Union:

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Quality in work is important for individuals but also for growth employment and a sustainable and competitive economy, said Minister Sahlin, who opened and concluded the conference. Some 650 participants from EU and candidate countries gathered at the work life 2000 conference to discuss and draw practical conclusions from the latest research findings concerning labour market, work organization work environmental and diversity in working life. The conference was preceded by some 60 international scientific workshops illuminating different aspects of modern working life, and the results from each workshop were presented at the conference.

In her concluding speech, Mona Sahlin, Minister at the Ministry of employment, industry and communications, draw the following conclusions. Diversity in above all respect for fundamental human rights. The competence of all persons must be used, regardless of sex, age, ethnicity, disability or sexual orientation. This is important also from a growth perspective. Flexibility must be combined with security, influence, mobility, safety and learning at work. The employees must be able to influence their own work and working time, work organization and work content. Psychological work environment problems, like stress and burnout, are growing, while many traditional work environment problems remain. Prevention must be better. The cost of ill health is enormous in the European Union, and the bill is paid by society, enterprises and individuals.

Tommyg. Thompson

“Throughout my public service career, it has been clear to me that we can accomplish our mission and provide the level of service that retain the best and the brightest and provide them with a work environment that supports them in getting their jobs done”.

“Monitoring employee views about the quality of their work life helps us get a sense of our strengths as an employer and identify areas where improvements can be made”.

Strategy and Tactics

Over the years, since industrial revolution much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. Thanks to the revolution in advanced technology, the imperative need to look into QWL in a new perspective is felt and deliberated upon. Companies are tirelessly implementing this paradigm in human resource development.

Globalization has lowered national boundaries, creating a knowledge based economy that spins and spans the world. Major economics are converging technologically and economically, and are highly connected at present moment. The new global work place demands certain prerequisites such as higher order of thinking skills like abstraction system thinking and experimental inquiry, problem solving and team work. The needs are greater in the new systems, which are participative ventures involving workers managed by so called fictional proprietors.

Qwl at Texas Instruments, Malaysia

By Richa Awasthy Prof. Rajan and Gupta. The research work carried out at T.M. Richa and Prof. Rajan used R.E. Wilton's Criteria for quality of working life as a guideline to study the organizations QWL practices. The findings were based on personal observations and interviews with the key executives and employee of the company.

Adequate and Fair Compensation

TIM tries to pay its employee relatively higher than their counterparts in the same industry. The underlying reason for this is to be able to attract new blood and at the same time maintaining the existing work force.

Safe and Healthy Working Conditions

TIM has established a safety committee to create and instill safety awareness among employees. To ensure safety and convenience for all operators, especially for those who work on night shifts, 24 hours transportation services are provided. TIM also provides an in house medical team, headed by medical doctor.

Opportunities to Develop Capabilities

The current corporate culture at TIM caters to every aspect very well with the adoption of total preventive maintenance (TPM), operators in self managed worked team (SMWT) is expected to know

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basic technical knowledge to guide them when some minor problems on the machine worker. TIM also uses TPM as an avenue for operators to grow on the job. TIM provides an opportunity for those workers who wish to enroll for further studies, with reimbursement of 90% of the academic fee upon completion of course.

Social Environment at Work Place

TIM fosters horizontal relationships among workers. TIM has a good track in delivering the requested product before the consumer's deadline. To improve on the employee management relationship, the open – door policy is adopted in which each employee is allowed to meet and discuss with any of his or her superior including the MD.

Protection of Worker's Rights

TIM provides employee's a handbook, with adequate explanations on employee rights. Any disciplinary action towards a worker must follow the standard starting procedures as outlined in the handbook.

Balance of Work and Non Work Life

TIM has adopted a flexi time work schedule for those on day shifts such as supervisors and technicians. This work schedule allows spend quality time with their family. The employees are also able to take up 5 days of compassionate leave in case of a family tragedy. Family members are also entitled to certain benefits. For instance, medical benefit for each employee extends to include spouse and children below 18 years of age

Cost of work life imbalance the new age dilemma by Amilkumar C.S. & Sandeep. K. Krishnan

The effect of work life imbalance covers three major spheres individual, family and social circle. Clearly the increasing work load takes it toll on the health of the individual. Less time is spend on physical exercise and leisurely activities causing health related issues like obesity, increasing blood pressure and associated detrimental effects. Lack of sleep due to work stress can have a negative impact on productivity. Research findings have shown that work life imbalance can cause lesser job satisfaction. Organizational commitment and intention to remain at an individual level the thoughts of spending less time with family, social activities can also lead tension and symptoms of withdrawal from work. At the family level, the guilt of less time spent with family related issues can add to the work stress. The problem is doubled if both the husband and wife are working.

Objectives of the study:

- ❖ To study the various influencing factors of the QWL
- ❖ To study the socio economic background of the employees and their Contribution to QWL
- ❖ To know the performance with regard to their experience and influence of high compensation to performance.
- ❖ To suggest suitable measures for improving Quality of Work Life.

Research methodology

Introduction

Any research work should have a well-designed methodology to have a complete structure. So the project work should be systematic and scientific to obtain a proper structuring. The following is an account of the methodology followed in this study.

Research design:

A research design is a plan that specifies the objectives of the study, method to be adopted in the data collection, tools in data analysis and hypothesis to be framed.

“A research design is an arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in procedure”.

The study was carried out in jeppiaar cements private limited. Primary and secondary data was required for the study. Schedule method was selected to collect primary data. Secondary data was used to know the number of employees working in the company and for other basic details. The detail was also

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taken from internet, magazines, references etc. The data was analyzed by using different tools such as correlation and percentage analysis.

Area of study

The research will be conducted at jeppiaar cements private limited, Perambalur District, which is a big organization to enable effective research to be done.

Population of the study

The targeted population is mainly from jeppiaar cements private limited, Perambalur District, Which is approximately to have a population of 200 employees.

The sampling procedures

The researcher judgment will be used for selecting sampling units. Basing on this personal judgment respondents will be chosen according to the researchers beliefs of getting enough information about the phenomenon under study form them.

Data collection methods

The researcher uses the following tools in collecting data.

(I) Interviews;

Interviews will be conducted between the researcher and jeppiaar cements private limited employees. The interview will be personal interview, both structured and unstructured (Semi structured).

(ii) Questionnaires

Questionnaires, set in both English and Tamil depending on the interest of a respondent will be used. Questionnaires will be both open-ended and close ended they will be self administered.

(iii) Documentary sources

Some important data will also be obtained by looking deeply at documents such as training manuals and reports.

(iv) Observation

The researcher will collect data through observing day to day activities.

Sample size

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.

Random Sampling method was adopted to get the sample size of 50.

Scope of the Study

The study aims to learn the Quality of Work Life both at shop floor level and the administration of Jeppiaar Cements Private Ltd, Perambalur.” In this work the relationship between the employee's safety and welfare measures, basic facilities, salary related aspects have been studied.

Statistical tool used:

The collected data were analyzed by using SPSS package version 11.5. The statistical tools used are:

Percentage analysis

In percentage analysis, charts like bar chart and pie chart are used to graphically represent the results from percentage analysis of the questionnaire.

$\% \text{ of respondents} = \text{No of respondents} / \text{Total respondents} \times 100$

Karl Pearson's Coefficient of Correlation

It is a statistical tool used to find out the relationship between two variables based on the formulated hypothesis. It enables to analyze the impact of one factor on the overall topic. The correlation is used to evaluate the relationship between four factors in which two where studied individually.

Results and Discussion:

The above table (1) 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 (2) 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 (3) shows that a vast majority (58 percent) of the respondents were in high level

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

The above table (5) 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 (6) 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 (7) shows that a vast majority (62 percent) of the respondents were in high level of job satisfaction and the remaining 38 percent of the respondents were in low level.

The above table (8) indicates that each half (50 percent) of the respondents were in high and low level of overall quality of work life.

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.

This research highlights some of the small gaps in employee's satisfaction towards the company. 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 for development of Human Resources. Since employees are the backbone of the company. So the company should satisfy them in order to improve the business in the higher competitive market of the liberalized economy.

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 deprive 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.

After analyzing the data we have come to the conclusion that employers need to handle employees in such a manner that employees don't get frustrated with the stress and over burdened of the work.

Facilities like food and transportation to be provided free, company has to provide more growth opportunities to the workers. Health and yoga camps to provide on regular basis to make their workers get rid of stress of work load.

Employees should be given free memberships in the clubs so that they can refresh themselves. The Company should focus on workers welfare by providing the basic necessities such as quality food, pollution free environment, canteen facilities, recreational facilities and hygienic sanitary equipments which will give to the workers psychologically, emotionally and physically fit enough to work.

Limitations:

* The researcher has faced the following limitations in the research study.

* Due to time constraint the size of the sample has been restricted to 40.

* The study is based on the primary data collected from the respondent, which may have an element of bias in their responses.

* Also, the researcher found it difficult in collecting the data. He didn't get back some of the questionnaires, for which he had to print additional set of questionnaires and then collected the data.

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

Sl.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		

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TABLE NO: 1
Karl Pearson coefficient correlation relationship between age of the Respondents and their overall quality of life

Sl.No	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	.041	P > 0.05 Not Significant

TABLE NO: 2
Karl Pearson coefficient correlation relationship between educational Qualification of the respondents and their overall quality of life

Sl.No	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	-.160	P > 0.05 Not Significant
8	Overall quality of life	-.161	P > 0.05 Not Significant

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TABLE NO: 3
Karl Pearson coefficient correlation relationship between income of the respondents and their

Sl.No	Incomeoverall quality of life	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