

A Study on Measuring the Quality of Work Life (With special reference to employees in ACC Cement Ltd, Coimbatore)

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ABSTRACT

Quality of work life (QWL) is a critical concept which has lots of importance in employee's life. QWL indicates a proper balance both in work and personal life which also ensure organizational productivity and employee's job satisfaction. As the QWL is very essential for industries to continue to attract and retain employees, the presence of QWL in the industrial unit is beneficial to both employees and industries. The focus of this paper concerns a study on measuring the quality of work life of the employees of ACC Cement Ltd. The aim of study is to determine the existence of QWL in the industry as per the view of employees.

Quality of work life refers to programmes designed to create a workplace that enhances employee well-being. Further it is said that it is the way participants in a system respond to socio technical aspects of that system. This is an important measure or aspect of an organization's ability to perform; it is a process by which an organization responds to the employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

1. Introduction

Quality of work life (QWL) is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life. QWL is both an end and a means, it is an end in itself because it is a highly significant component in the quality of life in general and it is a means by which employees can acquire civic competence and skills, a way of thinking about people, work and organizations, a concern about the impact of work on people as well as on organizational effectiveness and the idea of participation in organizational problem solving and decision making and it also implies that workers have entitlements beyond money, health and safety issues, and basic rights under collective agreements. QWL is the work-cultural that serves as the cornerstone; hence work-culture of an organization should be recognized and improved for providing quality of work life for any organization. They also require the opportunity for personal growth in the jobs they do.

Quality of work life is the degree to which members of work organization are able to satisfy important personal needs through their experiences in the organization. The essence of QWL is the substantial influence over their work environment by participating in making of decisions related to their work and thereby enhancing their self esteem and satisfaction of their work. QWL calls for partnership between managerial people and representative chosen from the non- managerial levels for planning, developing and implementing agreed-upon programmes. The major task in developing in viable QWL process is to create a climate that promotes employees job satisfaction. The focus is not on improved productivity or reduced labor costs, but on the creating of an atmosphere in which workers can take part in making decisions on matters

that affect them and do this in such a way that expands their opportunities for job satisfaction.

2. Statement of the problem

It is very important for employees to have a sound mindset in their work field in order to utilize their full potential and to add value to the organization. A satisfied employee is an asset for a company as he or she will ensure the full productivity. To begin with, quality of work life is such a concept that is directly related to the satisfaction, it is a major concern for employees and how organizations compact with this issue is both of academic and practical consequence. Therefore, job satisfaction and satisfaction in private life both are important for having a positive quality of work life experience. Mostly the quality of work life considers the work life and it is to change the climate at work along with human-technological-organizational interface, it is not only enhancing the company's productivity but also employee identification and a sense of belonging and pride in their work. Based on various researchers have identified some determinants of quality of work life which are – adequate and fair compensation, safe and health work environment, opportunity for career growth and security, social integration in the work organization which relates to freedom of speech, work and total life space and the social relevance to the work.

Most of the studies on quality of work life are focused on personality and job satisfaction in where some studies also focused on motivation, organization culture and individual's needs and desire. In general most important factors that directly affect the quality of work life are work load, compensation and benefits, colleagues and supervisor, working condition and career development, working environment, family life and transportation facilities. After

evaluation of studies and considering the nation these factors individually has an impact on quality of work life.

3. Need of study

For achieving the objectives of the industry proper man power management and suitable quality of work life programmes are essential. Quality of work life covers all aspects of worker's life with special reference to his interaction with his work and his working environment. Quality of work life is the degree by which members of a organization are able to satisfy their personal needs through their experience in the organization. Its focus is on the problem of creating a human work environment where employees work cooperatively and contribute to organisational objectives. Quality of work life is reflected by job involvement, job satisfaction and productivity.

4. Scope of the study

The sample size consists of 75 employees (1% of the total employees - 7500) of ACC Cement Ltd , Coimbatore. The list of industrial units was acquired from District Industrial Centre and the top most large scale industry was selected as sample unit. The questionnaire was designed based on the attributes and variables of QWL reviews and questionnaire from previous studies. The salient feature of this study is that to know their working conditions and to evaluate and measure the quality of work life in the industry.

This present study aims at measuring the level of Quality of Work Life of employees working in ACC Cement Ltd. The findings of the study would have great importance in understanding the prevailing quality of work life and the need for improving the same and the ability to cope with the industrial (ACC Cement Ltd) pressures by enhancing the QWL of employees.

5. Objectives of the study

- To study the need and importance of Quality of Work Life of employees.
- To measure the level of Quality of Work Life of employees with their demographic profile in the study unit.

6. Methodology

Data collection: Data collection was done from primary as well as secondary sources. Primary data was collected through questionnaire and further it was modified and validated using a 5-point Likert scale for the present study. Secondary data was

collected from selective sources of data like journals, websites, textbooks, company brochures, magazines and newspapers.

Sample unit: The present study is restricted to ACC Cement Ltd only. Respondents are the employees of the industry.

Statistical tools and techniques: Considering the amount and nature of data for this research, it is necessary to use statistical tools .Following descriptive and inferential statistical methods were employed in the present investigation. The statistical techniques which are used in the study are given below in brief:

- Descriptive statistics – used to summarize variables in terms of central tendency and measures of dispersion.
- Reliability test – used to check the measurement error and ensure the goodness of data.
- Chi-square test – used to test the significance level of the framed hypothesis.
- Garrett ranking – used to rank the factors of QWL.

7. Framed Hypothesis

- There is no significant relationship between the demographic profile of the respondents and their overall quality of work life.
- There is no significant relationship between the Opinion Level of the Respondents and their overall quality of work life.

8. Limitations of the study

- The study covers only the employees of ACC Cement Ltd in Coimbatore district.
- In the study the sample size is only 1% of the total employees of the cement industry.
- For measuring quality of work life only eight point factors have been considered, there may be other factors having impact on quality of work life which are not considered for this study.
- The findings of this study are based on the information supplied by the respondents which might have its own limitations. The attempted objectivity has naturally been constrained by the extent of the respondent's readiness to give correct information; all possible efforts have been made to elicit authentic information.

9. Data analysis

Table 1
Distribution on Demographic profile of respondents

Sl.no	Demographic variables	No. of respondents	%	
1.	Male	62	83	
	Female	13	17	
	Total	75	100	
2.	Below 25	17	24	
	26-35	20	26	
	36-45	26	34	
	Above 45	12	16	
	Total	75	100	
3.	Educational	<SSLC	29	39

	qualification	<HSC	24	31
		Diploma	17	23
		Degree	5	7
		Total	75	100
4.	Marital status	Married	47	62
		Un-married	28	38
		Total	75	100
5.	Income level	Below 5000	16	21
		5001-10000	27	36
		10001-15000	22	29
		Above 15000	10	14
		Total	75	100
6.	Experience	Below 3 yrs	9	12
		3-5 yrs	29	39
		5-10 yrs	24	32
		Above 10 yrs	13	17
		Total	75	100

Source: Primary Data

Table 2
Distribution on opinion level on factors of QWL

Sl.no	Factors	HS	S	N	DS	HDS	MS	Rank
1	Adequate and fair compensation and benefits	16	31	20	5	3	5.54	1
2	Opportunities for use and development of skills and ability	10	18	14	27	6	4.48	6
3	Safe and healthy working conditions	12	17	29	14	3	4.92	4
4	Welfare measures	14	23	19	12	7	5.00	2
5	Working environment	10	12	25	20	8	4.42	7
6	Work culture	8	15	24	14	14	4.28	8
7	Work load and Job satisfaction	14	23	18	14	6	5.00	2
8	Colleagues and Supervisor	13	14	27	12	9	4.70	5

Source: Primary Data

Table 3
Chi-square test on demographic profile of respondents and factors of QWL

Sl.no	Particulars	Degrees of freedom	Level of significance	Calculated value	Table value	Result
1	Gender & QWL	2	5	14.233	0.103	Significant
2	Age & QWL	6	5	33.449	1.635	Significant
3	Educational Qualification & QWL	6	5	68.626	1.635	Significant
4	Marital status & QWL	2	5	12.342	0.103	Significant
5	Income & QWL	6	5	17.88	1.635	Significant
6	Experience & QWL	6	5	8.55	1.635	Significant

Source: Primary Data

10. Findings of the study

Demographic profile of respondents:

From Table 1 it is evident that out of the 75 respondents taken for the study, in gender wise classification of respondents majority are male (83%), age - 36-45 years (26%), education qualification - <SSLC (39%), marital status - married (62%), income level - 5001 - 10000 (36%) and experience - 3-5 years (39%).

Opinion level on Factors of QWL:

From the Table 2 the opinion level on factors of QWL was identified with the help of the statistical tool garret ranking, the ranks form the factors are as follows: Adequate and fair compensation and benefits (rank 1), Welfare measures and Work load and Job satisfaction (rank 2), Safe and healthy working conditions (rank 4), Colleagues and Supervisor (rank

5), Opportunities for use and development of skills and ability(rank 6),Working environment (rank 7) and finally Work culture (rank 8)

Chi-square test - Demographic profile of respondents and Opinion level on Factors of QWL:

From table 3 the significant relationship between demographic profile of respondents and QWL was calculated it was found that gender, age, education qualification, marital status, income level and experience of the respondents has significant relationship between the factors of QWL.

11. Suggestions and Recommendations

- It is suggested that rewarding employees for exceptional work they've done is critical to keep them motivated enough to continue their best. Although

money is important, a manager can obtain better employee performance by using personal, creative and amusing forms of recognition.

- Employers need to handle employees in such a manner that employees don't get frustrated with the stress and overburdened of their work load.
- Health camps should be organized on regular basis to make the workers get rid of stress of work load.
- The Industry should focus on workers welfare by providing the basic necessities such as quality food and transportation, pollution free environment, and recreational facilities which will give to the workers psychologically, emotionally and physically fit enough to work.
- It is recommended that quality of work life is such a critical concept that might be disturbed due to dissatisfaction of mind set. However, the industry can focus on their employee's welfare by providing them a better and attractive compensation policy, optimum work load and by providing a superior work environment.
- The industry should create a career growth opportunity within their environment that may lead to a better performance and therefore a better productivity. Moreover, participation management will increase the

enthusiasm of employees as they will have an opportunity to participate with their ideas

12. Conclusion

'Quality of work life' (QWL) has different meanings of different peoples, some consider it industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Others view it as improving social relationships at workplace through autonomous workgroups. Finally, others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems.

From the study, it was very clear that Quality of Work Life of employees in **ACC Cement Ltd, Coimbatore** is in good condition. This research mainly highlights some of the gaps in employee's satisfaction which is highlighted in suggestion and recommendations. It also helped to know how the workers are treated by the management and also helps the workers to address their grievances. As a whole of the study on Quality of Work Life helps for development of Human Resources, since employees are the backbones of the industry. Therefore the industry should satisfy them in order to improve their production in the higher global competitive market of the liberalized economy.

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