

# Tactful Management

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## QUALITY OF WORK LIFE IN MANUFACTURING INDUSTRIES – A STUDY



K. Rajeswari

Manager – Training & Development, Hi-Tech Arai Private Limited, Madurai (TN).

### INTRODUCTION:

Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. 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. Quality of work life basically talks about the methods in which an organization can ensure the holistic well-being of an employee instead

of just focusing on work-related aspects. Quality of work life refers to the favourableness or unfavourableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change. This study attempts to find out the factors influencing quality of work life and rank these factors to improve the same for better organizational outcome through better productivity.



**KEY WORDS:** *Quality of work life, organizational efficiency, manufacturing industries*

### INTRODUCTION

The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry.

Quality is generally defined as “conformance to requirements.” Quality is “as fitness for purpose.” The concept of quality is not only apply to all goods and services created by human beings, but also for workplace where the employees were employed. Quality in the workplace comes from

understanding and then fully meeting the needs of all the internal and external customers, now and in the future and doing so with continual improvement in efficiency and effectiveness.

Quality of work life is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. A high quality of work life is essential for organizations to continue, to attract and retain employees. This can be materialized by improving employee satisfaction, strengthening workplace learning, creating a very conducive working environment and helping employees. It leads to an atmosphere that encourages than to improve their skill. It also leads to have good interpersonal relations and highly motivated employees who strive for their development. It ensures enthusiastic work environment with opportunities for everyone to give its best. Such job will provide job satisfaction and pride to the company. Quality of work life has emerged as one of the most important aspect of job that ensures long term association of the employees with the organization.

Many factors contribute to quality of work life which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use ones' capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

India emerged as one of the top 10 manufacturer of the world in 2010. In this situation also many of the organizations and employees' are facing ample problems such as scanty compensation, insufficient welfare facilities, malicious superior subordinate relationship, increased absenteeism, labour turnover, industrial conflicts, job dissatisfaction, low productivity, inadequate safety and training measures. These are costly and may be detrimental to the effective functioning of the organization. It is a believed fact that the employees' may make or mar an organisation. So the working environment must have a better contribution to employee satisfaction.

### Need of the study:

In the current scenario every organization expects their employees to perform at their peak potential. To introduce the hard practices in the organization it is important to have encouraging atmosphere. Quality of work life is one of the most important factors, which leads to such favourable atmosphere. It attempts to serve the higher order needs of employees more humanized jobs. It attempts to serve the higher order needs of employees are human resources that are to be developed rather than simply used. Though monetary aspects play an important role in motivating employees, organization around the world have come to understand that there are many other aspects that contributes better employee performance. It is these aspects that form the basis for this study. This study aims to identify the various factors that contribute to the quality of the workplace.

### Objectives of the study:

- To identify the factors influencing quality of work life
- To rank the factors influencing quality of work life

### Population and sample:

Manufacturing industry refers to those industries which involve in the manufacturing and processing of items and indulge in either creation of new commodities or in value addition. The manufacturing industry accounts for a significant share of the industrial sector in developed countries.

Manufacturing industries are important for an economy as they employ a huge share of the labor force and produce materials required by sectors of strategic importance such as national infrastructure and defense. The final products can either serve as a finished good for sale to customers or as intermediate goods used in the production process. Employees working in manufacturing industries have been selected as population for the study. From these industries employees are selected as respondents by simple random sampling method.

### Tools used for Data Collection

Questionnaire was used as a tool to gather data from the employees in the study. Through which personal information, safety aspects, relational factors, job factors and financial factors details of the respondents for the study has been collected.

### Analysis of Data Collected

Data from various sources is gathered, reviewed, and then analyzed to form finding or conclusion of the study. The data collected through the questionnaire given to employees were comprehended thoroughly with percentage analysis.

- 1. Age:** The study revealed that 83 percent of the respondents belong to the age group of 35 to 45 years
- 2. Years of work experience:** It is found that 73 percent of the respondents have more than ten years of work experience
- 3. Safety and first aid training and safe working environment:** It is exposed that 65 percent of the employees undergone safety and first aid training organized by their organization and the same percent of the employees felt, they work in a safe environment
- 4. On relational factors:** It is revealed from the study that, 77 percent of the employees felt they are maintaining an amicable relationship with their supervisors and 62 percent of the respondents felt, the relationship with their fellow employees is very cordial
- 5. Job factors:** The study found out that 55.5 percent of the employees felt highly satisfied with their work schedule, 63 percent of them felt the job stress is minimized, 61 percent of the employees felt that their job is secured and 54.5 percent felt that the job facilities are good
- 6. Financial factors:** The study revealed that 56.4 percent of the respondents felt that the compensation they get as salary is reasonable and 63.4 percent felt the medical benefits is also good
- 7. Factors influencing Quality of work life:** Based on the discussion had with officials of manufacturing industries during the pilot study arrived at factors influencing quality of work life such as Job security, Compensation benefits, Respect at work place, Grievance handling procedures, Career growth, Work load, Working environment, Relationship with superiors, Relationship with co-workers and Training programmes. But the study revealed that it is because of the relationship with co-workers influences more on quality of work life than any other factors mentioned. In the ranking, training programmes came second, followed by respect at work place, job security, work load, relationship with superiors, compensation benefits, working environment, career growth and grievance handling procedures.

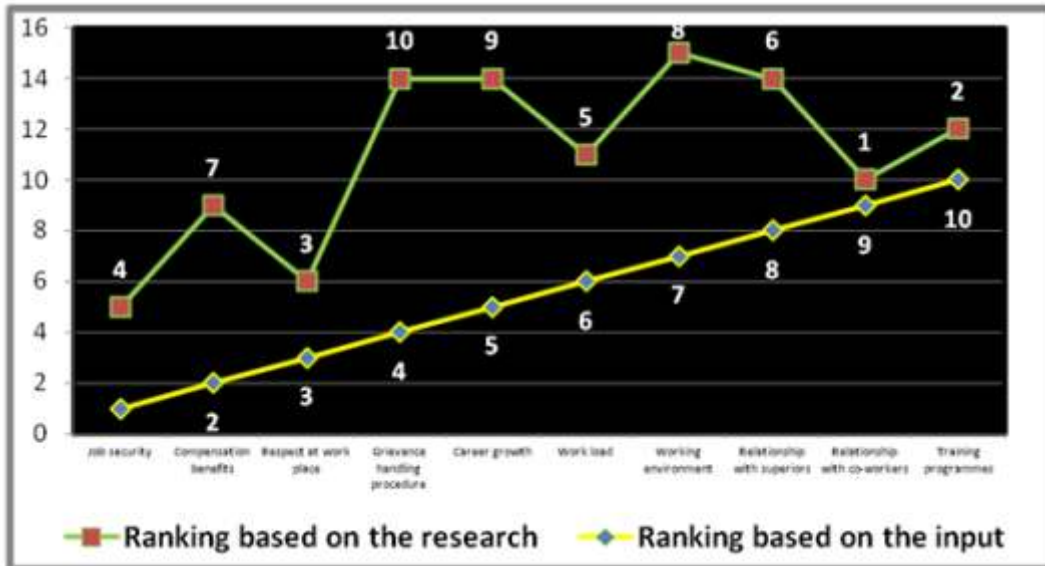


Figure showing the factors influencing quality work life ranking based on research and input

### Conclusion and Suggestions to improve quality of work life

Higher quality of life in the workplace leads to higher employee retention and worker satisfaction. The idea is that job skills can be taught but high-quality mindsets and work habits benefit the culture of the company overall. As more manufacturing industries start to realize that a happy employee is a productive employee, they have started to look for ways to improve the work environment. Many have implemented various work-life programs to help employees. Quality-of-work-life programs go beyond work/life programs by focusing attention less on employee needs outside of work and realizing that job stress and the quality of life at work is even more direct bearing on worker satisfaction. Open communications, mentoring programs, and fostering more amicable relationships among workers are some of the ways employers are improving the quality of work life.

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**K. Rajeswari**

Manager – Training & Development, Hi-Tech Arai Private Limited, Madurai (TN).