

A Study on the Quality of Work Life of Employees in the Dharmapuri District Co-Operative Spinning Mills Limited, Uthangarai

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Abstract

The success of any organization depends to a large extent upon the capability, competence, efficiency, and level of development of human resources, who being the active agents, accumulate capital, exploit natural resources, and build social, economic and political organizations. To attract and retain employees, companies need to be exploiting those points of convergence and continuously work with employees to redesign the work, eliminate job stress, increase job autonomy, provide learning and training opportunities and to handle such problems, quality of work life of employees is required. For bringing out quality of work life of employees in spinning mills, examining the perception of the employees and evolving a suitable parameters to improve their quality of work life has become imperative. In this context, an attempt was made to study the quality of work life of the employees in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. As an essential part of the study the primary data were collected from 100 employees. Questionnaire method has been employed to collect primary data. There is a significant association between the attitude level of male and female respondents with the quality of work life in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. Lack of appreciation for members' ideas, lack of opportunity to participate in planning of the work, inattention to the grievances of the juniors, lack of interaction in terms of ideas and feelings, inadequate salary and biased approach of the superiors are the problems of the respondents with the quality of work life. The researcher has suggested suitable measures for improving the quality of work life in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.

Keywords: Quality of work life, job satisfaction, quality life, employee engagement, etc.

Introduction

The success of any organization depends to a large extent upon the capability, competence, efficiency, and level of development of human resources, who being the active agents, accumulate capital, exploit natural resources, and build social, economic and political organizations. No organization can think of viability and effectiveness without the efficient utilization of human resources. Therefore, human resource is the most important resource and is considered the backbone of every organization. Though factors such as exploration of natural resources, availability of physical and financial resources, and international aid contribute to the economic development of a country, none of these factors is more significant than committed manpower. In fact, it may be said that all the development comes from the human mind. There are great differences in development between countries which seem to have almost equal resources. As such, the countries are endowed with the same level of natural resources, technology, and international aid. Their productivity and development mostly depend upon the availability, efficiency and committed human resources. However, globalization makes human resource management of the organizations more challenging and it raises a number of new issues like cross-cultural training, compensation, benefits, etc.

Today, organizations operate in an environment characterized by technological changes, which in turn, affect employment opportunities, skill requirement, management policies, strategies and style, expectations and aspirations of employees as well as the physical working conditions. In the industrial world, the thrust is now given to "quality" in order to foster a quality culture. Quality assumes a goal or an objective or even a priority. Quality work cannot be achieved easily. Besides, people's issues move to the foreground and technical issues take a supporting role. It is evident from history that work has occupied an important place in the life of human beings. How people have thought and felt about the working experience have also been an age old concern for both workers and

managers. With the rapidly changing technological, socio-economic, political, and legal environment, effective management of human resources has become a challenging job. Effective utilization of human resources requires better quality of work life by providing adequate financial compensation, good working conditions, suitable opportunities for growth and development, workers' participation in management and by ensuring social justice in the organization.

Importance of Quality of Work Life

As more companies have started realizing 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, including alternate work arrangements, onsite childcare, exercise facilities, relaxed dress codes, and more. Quality of work life programs go beyond work or life programs by focusing less attention on employee needs outside work and realizing that job stress and the quality of life at work have even more direct bearing on worker satisfaction. The quality of work life movement aims at integrating the socio- psychological needs of employees, the structure and process of the organization and the existing socio-cultural milieu. It creates a culture of work commitment in organizations and society at large so as to ensure higher productivity and greater job satisfaction. The quality of work life has an important bearing on the total quality of the people. It leads to a better quality of life of the people and vice versa. Thus, it has been considered a means and at the same times an end in itself. It is an end because the quality of life can be achieved only through the quality of work life. It means the experience gained through work life that helps workers to acquire excellence, high amount of civic competence and better skills which are necessary for the development of manpower.

The benefits of quality of work life have direct effects on increasing job satisfaction, creating feelings of belonging, and reducing rates of change with high productivity. The quality of work life affects the organization in three ways: Firstly, it increases organizational productivity; secondly, it increases work spirit, encouragement and motivation of workers, and lastly, it helps to improve the potent of workers. Quality of work life programmes are desirable for human needs because they act as a motivating factor for better working, comprehend conditions at employment, include work environment and social integration and seek to employ the higher skills of work and provide an environment that encourages them to improve their skills. If quality of life at work could be improved, it would benefit and reward not only the individual employee, but also the company, its customers and society as a whole. There is no doubt that to prosper and expand at work is beneficial to both national health and balance of payment.

Statement of the Problem

Globalization of the economies and the consequent compulsion of facing competition both in the domestic and international markets pose a serious challenge to all concerned, viz. employers, employees and the society. Though the positive effect of quality of work life has already been established, all parties of the organization still resist to any scheme or procedure to improve quality of work life. The management may feel that the quality of work life at the present level is satisfactory enough and no steps need to be taken to improve it. It leads to poor morale of employees, lack of complete integration between employees and management, demoralization and lack of job security. Employees, on the other hand, resist changes with a preconceived notion that any scheme the management takes up would be to increase production without extra cost. Of course, majority of the co-operative undertakings have been in the red since 1991 and whenever certain demands arose in the past, the management pleaded its helplessness in meeting such demands because of financial constraint and steadily declining profitability. To attract and retain employees, companies need to be exploiting those points of convergence and continuously work with employees to redesign the work, eliminate job stress, increase job autonomy, provide learning and training opportunities and to handle such problems, quality of work life of employees is required. For bringing out quality of work life of employees in spinning mills, examining the perception of the employees and evolving a suitable parameters to improve their quality of work life has become imperative. In this context, an attempt was made to study the quality

of work life of the employees in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.

Objectives of the Study

The objectives of the present study are as follows.

1. To study the need and importance of quality of work life of employees in general.
2. To review the quality of work life practices implemented in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.
3. To study the perception of the employees towards various quality of work life dimensions in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai
4. To suggest appropriate measures to improve the quality of work life of employees based on the findings of the study.

Hypothesis

In order to examine the attitude of employees with the quality of work life in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai, the following null hypothesis was formulated and tested. H_0 : There is no significant association among the level of attitude of the employees belonging to different demographic profiles towards quality of work life of employees.

Research Design

This study is empirical in nature based on survey method. The first-hand information for this study was collected from the human resource department of the Dharmapuri District Co-operative Spinning Mills Limited. As an essential part of the study the primary data were collected from 100 employees. Questionnaire method has been employed to collect primary data. A pilot study was conducted. In the light of the experience gained from the pilot study, necessary changes were incorporated in the revised questionnaire. The data collected were entered in to a master table and were tabulated to arrive at useful conclusion. The secondary data were collected mainly from journals and books. The ultimate object of the study is examining the quality of work life of employees in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. In order to analyze a perception of the employees towards quality of work life of employees, chi square test, analysis of variance, co-efficient of variation, and percentage analysis were employed.

Findings

1. There is a significant association between the attitude level of male and female respondents with the quality of work life in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. However, there is no significant relationship between the attitude levels of the sample employees belonging to different age groups, educational status, cadre, length of service, and salary towards quality of work life.
2. The variations in the satisfaction level was high among female respondents, employees having above 50 years, respondents having postgraduation and above qualifications, among managerial personnel, employees drawing salary below Rs.7500 and employees had experience more than 11-15 years with the with the quality of work life.
3. Job security, attractive salary, corporate image, and large scale operation were the factors motivating the respondents to join Dharmapuri District Co-operative Spinning Mills Limited at 92%, 69%, 57% and 49% respectively.
4. 54%, 33% and 13% of the respondents' attitude with the quality of work life among the employees in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai was good, fair and poor respectively.
5. 56%, 31% and 13% of the respondents had good, fair and poor attitude respectively with the wage and salary of employees in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. Ranging from 51% to 62% of the respondents had good attitude with

the emoluments, meeting financial needs, willing to continue the present job and right compensation of the job.

6. 54 %, 33% and 13% of the respondents had good, fair and poor attitude respectively with the safety and working conditions in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. Ranging from 53% to 64% of the respondents had good attitude with the duties occupied by the members, risk free working conditions, overcrowding and neatness, humanized working conditions, and importance given to individuals in the work environment. About 40 per cent of the respondents had good attitude with the tolerance of noise and illumination.

7. 26%, 39% and 35% of the respondents had good, fair and poor attitude respectively with the opportunities to develop human capacities in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. Ranging from 40 per cent to 50 per cent of the respondents had poor attitude with the information passed within the organization, awareness of hierarchy, appreciation for members' ideas, opportunity to participate in planning of the work, and information about other departments. Ranging from 42 per cent to 44 per cent of the respondents had fair attitude with the provision of information about total work process and results, facilities for the self-improvement of the members, current information about employees' duties etc. 62 per cent of the respondents had fair attitude with the employees' freedom to take decision for their jobs in the organization. About 36 per cent of the respondents had fair attitude with the uniqueness and meaningful results characterized by the job. About 38 per cent of the respondents had good attitude with the involvement of employees in the total task of the organization.

8. 41%, 34% and 25% of the respondents had good, fair and poor attitude respectively with the opportunity for growth and security in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. Ranging from 37 per cent to 49 per cent of the respondents had good attitude with the comprehensive nature of work, challenging nature of work, facilities and opportunity for individual creativity, use of knowledge for further assignments, importance given to individual achievement and opportunities for improving the job in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.

9. 41%, 28% and 31% of the respondents had good, fair and poor attitude respectively with the social integration in the work organization. Ranging from 37 per cent to 47 per cent of the respondents had good attitude with the members interact in terms of ideas and feelings, working in a group, understanding subordinates' problems in the higher level, team spirit among different levels, opportunities to accomplish work individually, attention of the seniors on the grievances of juniors, views of employees taken for resolving, opportunities for co-operate with co-workers, inter-group relations and encouragement for reciprocal help in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. About 42 per cent and 43 per cent of the respondents had poor attitude with the sense of single community among the members and identification of employees on the basis of skill & potentialities respectively.

10. 37%, 37% and 26% of the respondents had good, fair and poor attitude respectively with the constitutionalism in the work organization. 41% and 43% of the respondents had good attitude with the organizations' care on the welfare of persons and equal treatment in the organization respectively. About 42 per cent of the respondents had fair attitude with the organization believes on one best way for every one.

11. 46%, 39% and 15% of the respondents had good attitude with the work and quality of life in the Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. 38%, 59% and 55% of the respondents had good attitude with the no impact of job on the health, social and individual care in the organization, and energy and time spend on the job not affecting life respectively. About 49 per cent of the respondents had fair attitude with the needs and wants satisfied by the jobs.

12. 41%, 34% and 25% of the respondents had good, fair and poor attitude respectively with the social relevance of working life in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. Ranging from 38% to 43% of the respondents had good attitude with the functioning of organization as a social responsible unit, enhancing of job for social prestige, social security scheme of the job, production and people oriented organization,

and awareness of organization in the prevention of industrial pollution in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. 39 per cent of the respondents had fair attitude with the matching of work life with the social life.

13. Lack of appreciation for members' ideas, lack of opportunity to participate in planning of the work, inattention to the grievances of the juniors, lack of interaction in terms of ideas and feelings, inadequate salary and biased approach of the superiors are the problems of the respondents with the quality of work life among the employees in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.

14. Appreciation for members' ideas, opportunity to participate in planning of the work, attention to the grievances of the juniors, interaction in terms of ideas and feelings and adequate salary were the suggestions of the respondents to improve the quality of work life of employees.

Suggestions

The following suggestions are given to improve the quality of work life of employees in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.

1. 49% of the respondents feel that there is a biased approach of the superiors in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai. It is therefore, suggested that the employee must be treated without any discrimination by following the principle of 'equity'. This approach will enable the organization for achieving good industrial relations and to establish a team spirit among employees.
2. 51 per cent of the respondents were not satisfied with wages and salary administration. Poor wages and salary and delay in wage settlement were the reasons for their dissatisfaction with the wages and salary administration. It is therefore suggested that the management of the company can revise or made wage settlement for the employees with the consultation of the recognized trade unions.
3. According to 57% of the respondents, members of the organization were not given opportunity to participate in planning of their work. It is therefore, suggested that they should be given an opportunity to participate in planning of their work. Their views and suggestions should be given due consideration while taking decisions. It can be rightly said the industrial units could be achieve efficiency only when the workers are associated with the management.
4. About 62 per cent of the respondents stated that there is no appreciation for members' ideas. It is therefore, suggested that superiors should reward their subordinates when they suggest good ideas.
5. About 56 per cent of the respondents feel that seniors did not pay due attention on the grievances of the juniors. It is therefore suggested that the seniors in the organization could pay due attention in solving the grievances of the juniors.

Conclusion

The quality of work life approach considers people as 'asset' to the organization rather than 'costs'. Employees should love their work and love the place they work with the quality of work life. Better quality of work life promotes human dignity and growth, collaborative work, compatibility of people, organizational goals, etc. Only when the right ambience is provided to the employees, they will be able to deliver their goods effectively and efficiently. As a result, employees become satisfied, motivated, involved and committed individuals with respect to their lives at work. The Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai is a great blessing to the nation. Majority of the employees are being closely associated with every efforts of the company. However, a small segment of workforce had few problems with the quality of work life. The researcher has suggested suitable measures for improving the quality of work life in Dharmapuri District Co-operative Spinning Mills Limited, Uthangarai.

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