

A Study on “Quality of Work Life” with Special Reference to Hetero Ltd (Hyderabad)

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ABSTRACT

Quality of work life is a critical concept with having lots of importance in employee's life. Quality of work life indicates a proper balance both in work and personal life which also ensure organizational productivity and employee's job satisfaction. This research study attempted to find out the factors that have an impact and significance influence on quality of work life of employees. Quality of work life is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. This study focuses on the subjective matter of QWL i.e. its key elements like job security, job performance, employee satisfaction etc. The study concluded that an appropriate organization culture, compensation policy, career growth and relative facilities can leads to a satisfied employee mindset which ensure the overall organization productivity.

Keywords: Quality of work life, Job Performance, Employee Satisfaction, Job Security

1. INTRODUCTION

Quality of Work Life (QWL) is a philosophy, a set of principles, which 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. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of employees[3]. It requires employee commitment to the organization and an environment in which this commitment can flourish[4]. Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Accordingly, the rising number of two-income households is heightening the concern for employees' quality of work life. Given that female participation at work is increasing, it is apparent that males and females independently will need to take care of both work and home. Therefore, quality of work experience rather than work per se became the focus of attention and workplace wellness is crucial in promoting healthier working environments

1.1 NEED FOR THE STUDY:

Due to the work norms, the managerial personnel at the middle and higher levels in the organization hierarchy face a variety of problems. Not only the managerial personnel but also the employees at the grass root level experience a sense of frustration because of low level of wages, poor working conditions, unfavorable terms of employment, inhuman treatment by their superiors. Now a days peoples attitudes and values have been changed towards earning money. So the people are working too hard in order to get more money.

1.2 SCOPE OF THE STUDY:

Private schools Ranga Reddy Divisions are leading with four locations namely Jeedimetla and Casually. The scope of the study is confined to only Ranga Reddy unit (private school). Hyderabad and it includes ail employees from the employees category to executive category.

1.3 OBJECTIVES OF THE STUDY:

- To study out the working conditions of both employees and employers.
- To analyse out the infrastructure facilities of the organization.
- To find out the opinion of each and every one regarding their work life in the organization.
- To know out the satisfaction levels in each and every one with regard to remunerations they are getting.
- To know out the developmental programmes in the **organization**

The questionnaire used is a structured and closed-end one. It is one on which there are definite, concrete and predetermined question. 'Likert scale' is used in the questionnaire. The respondents are given a scale of "SATISFACTORY or AVERAGE or UNSATISFACTORY".

2. RESEARCH METHODOLOGY:

POPULATION AND SAMPLE:

The total number of employees and employers engaged in the organization are 250 in number out of total manpower the investigator has taken 80 were taken as the sample from all the categories of the organization.

SAMPLING TECHNIQUE:

A convenience sampling method was adopted to conduct the study.

DATA COLLECTION:

Primary Data: The data was collected from various employees and employers who were selected on the basis of simple random sampling by administrating the structured questionnaire upon them and through general observation.

Secondary Data: The data was also colleted from the company's practices, manuals, records etc.

RESEARCH INSTRUMENTS:

The investigator has used questionnaire as the research instrument. The types of questions used in the questionnaire are multi-ended questions. In this type of questions the respondents will be given three choices for answer in which they have to choose one.

LIMITATIONS OF THE STUDY:

- ❖ However inspire of completing the study successfully, there are certain limitations for the study. They are as follows:
- ❖ Study has not covered all the employees of the organization since the Study is confined to only one unit.
- ❖ Some of the employees hesitated to answer some questions. Some of the employees are not interested to fill the questionnaire

3. LITERATURE REVIEW

According to Stein (1983) and Reid (1992) have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the category of external rewards, which in addition to pay includes promotion or position, and rank or status.

Like Walton (1973) and Orpen (1981), (Newell, (2002); Stein, (1983); Kerce& Booth-Kewley, (1993); Bertrand, (1992) and Harrison (2000), agree that safe and healthy work conditions have a significant impact on QWL. Newell (2002) highlights that QWL involves making improvements to the physical working conditions under which employees operate in order to make their work setting more favorable.

Walton (1973) asserts that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop his/ her skills and competencies. In light of the above - mentioned, jobs should contain a number of features that would allow employees the opportunity to use and develop their human capacities and eventually experience QWL. These features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness

H.C. Ganguly (1964) in his study explains on Indian workers attempted to examine various factors leading to job satisfaction or dissatisfaction and ranked adequate earnings at the first place. Other factors which are ranked high are job security and opportunity for advancement. Other factors such as job status and prestige, working hours, relation with colleagues etc. have been ranked as low motivators.

Skrovan (1983) stated that the involvement and participation of employees in the creation of their workplace were a central focus of every QWL process. Through this process, all members of the organization, through appropriate channels of communication set up for this purpose, have some say about the design of their jobs in particular and the work environment in general.

According to Kotze (2005) work-family balance enhances an individual's QWL, as involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role. Beyond this buffering effect, work-family balance is thought to promote well-being in a more direct manner. Balanced individuals experience low levels of stress when enacting roles, presumably as they are participating in role activities that are salient to them.

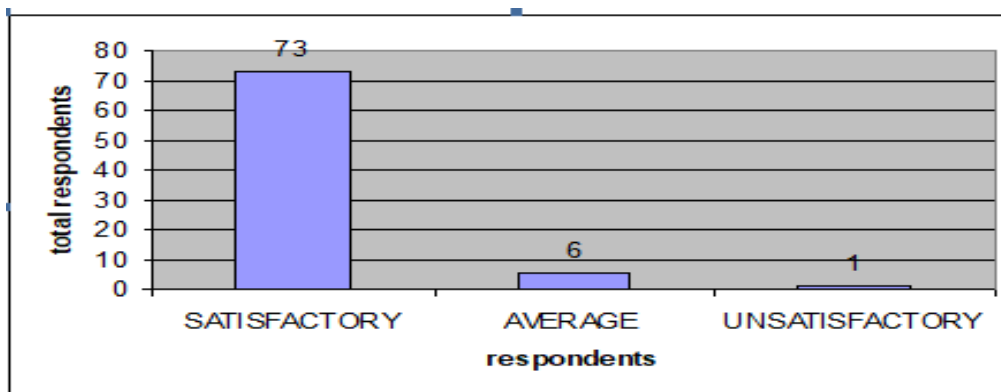
4. DATA ANALYSIS AND INTERPRETATION

To analyse the data percentage of analysis was done with the help of MS Office, the analysis and interpretation shown in the form of graph and tables.

Table - 1: Opinion on healthy conditions of the organization

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	73	91.3
AVERAGE	6	7.5
UNSATISFACTORY	1	1.2
TOTAL	80	100

GRAPH NO 1



INTERPRETATION:

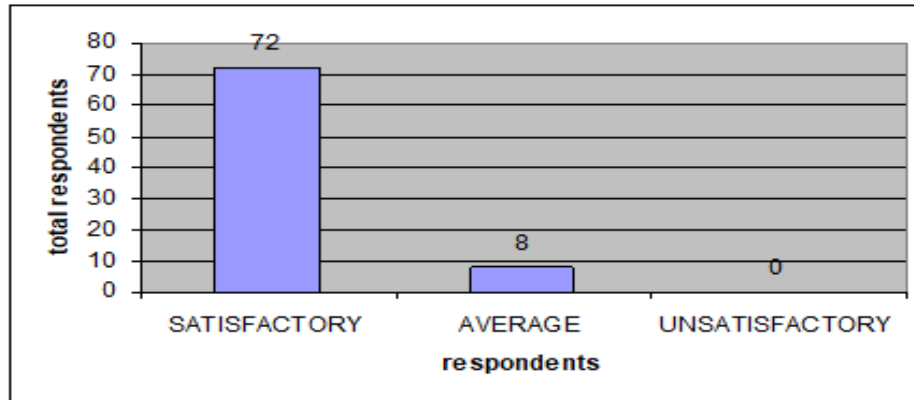
From the above table 20. We can interpret that majority 86.3% are satisfied with the quality of work in the organization, but 13.7% are not fully satisfied and 0%% are fully dissatisfied. Based on it we can conclude (hat most of them are satisfied with the quality of work in the organization.

2) Opinion on Infrastructure provided to work

Table - 2:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	72	90
AVERAGE	8	10
UNSATISFACTORY	0	0
TOTAL	80	100

GRAPH NO 2



INTERPRETATION:

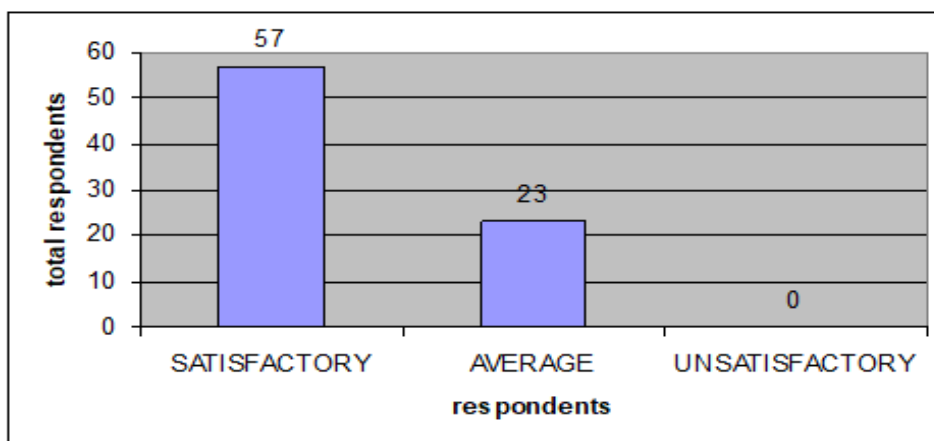
From the above table-2. we can interpret that majority 90% of the respondents stated that they are really satisfied with the infrastructure provided to them, but 10% of the respondents are not fully satisfied and 0% of them are really dissatisfied. Based on it we can conclude that most of them are satisfied with the infrastructure provided to them.

3) Opinion on general conditions

Table - 3:

RESPONSE	NO OF RESPONDENTS	PERCENTAGE
SATISFACTORY	57	71.3
AVERAGE	23	28.7
UNSATISFACTORY	0	0
TOTAL	80	100

GRAPH NO 3



INTERPRETATION:

From the above table: we can interpret that majority 71.3% of the respondents stated that they are satisfied with the general conditions of the organization but 28.7% are not fully satisfied and 0% are fully dissatisfied. Based on it we can conclude that most of them are satisfied

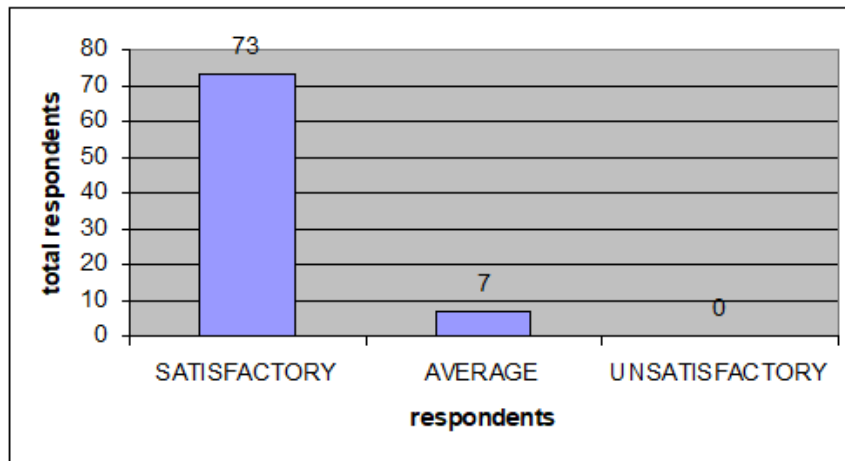
with the general conditions of the organization Based on it we can conclude that most of them are satisfied with the general conditions of the organization.

4) Opinion on the relations with co-worker: sub-ordinates & superiors

Table - 4;

RESPONSE	NO-OP RESPONDENTS	PERCENTAGE
SATISFACTORY	73	91.3
AVERAGE	7	8.7
UNSATISFACTORY	0	0
TOTAL	80	100

Graph no 4



INTERPRETATION:

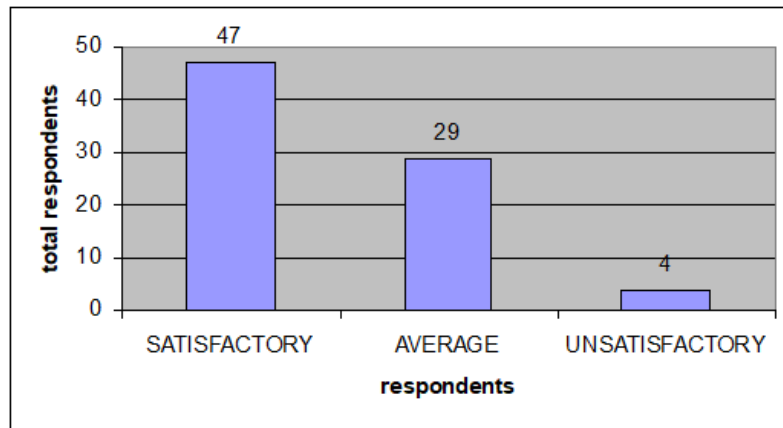
From the above table-4: we can interpret that majority 91.3% are fully satisfied with the maintenance of relationship with their co-employees, but 8.7% of them are not fully satisfied and 0% are completely dissatisfied. Based on it we can conclude that most of them are satisfied with the relation with their co-employees. Based on it we can conclude that most of them are satisfied with the relation with their co-employees

5) Opinion on the remuneration

Table - 5:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	47	58.7
AVERAGE	29	36.3
UNSATISFACTORY	4	5.0
TOTAL	80	100

Graph no 5



INTERPRETATION:

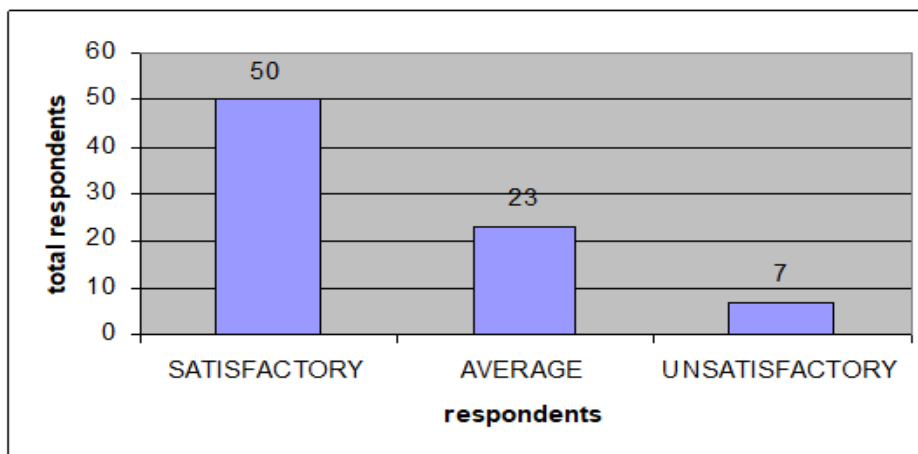
From the above table - 5, we can interpret that majority 58.7% are fully satisfied with the remuneration they are getting, but 36.3% of them are not fully satisfied and 5% are completely dissatisfied. Based on it we can conclude that most of them are satisfied with the remuneration they are getting.

6)Opinion on the fair compensation

Table - 6:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	50	62.5
AVERAGE	23	28.8
UNSATISFACTORY	7	8.7
TOTAL	80	100

Graph no 6



Interpretation:

From the above table – 6: we can interpret that majority 62.5% are satisfied with the fair compensation but 28.8% of them are not fully satisfied and 8.7% are fully dissatisfied. Based on it we can conclude that most of them are satisfied with the fair compensation..

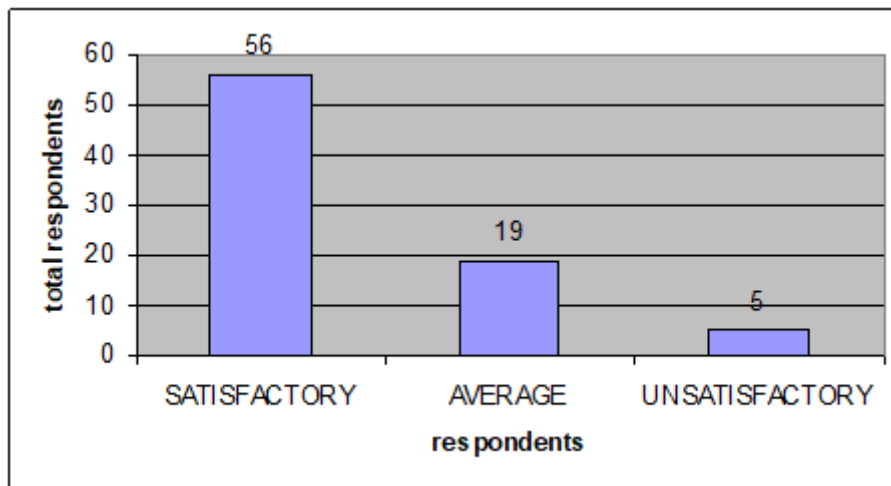
7) Opinion on the different types of benefits

Ex-bonus etc

Table - 7:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	56	70
AVERAGE	19	23.7
UNSATISFACTORY	5	6.3
TOTAL	80	100

Graph 7:



INTERPRETATION:

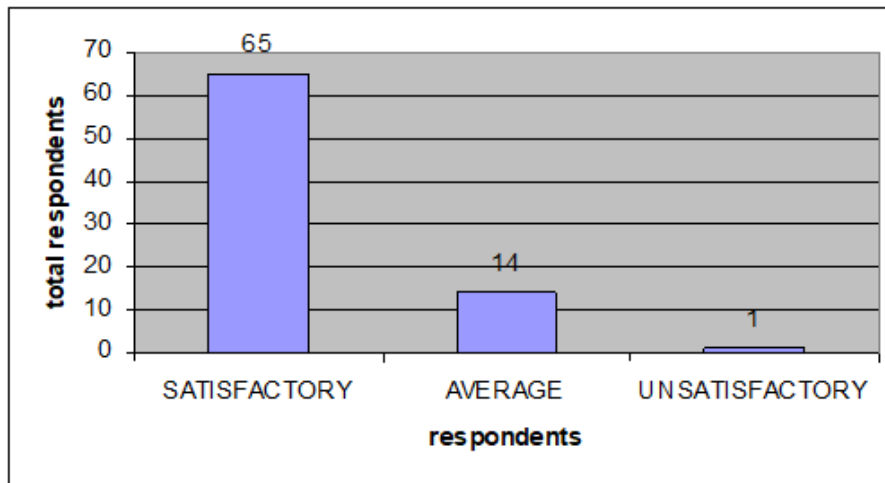
From the above table – 7: we can interpret that majority 70% are fully satisfied with the different benefits they are getting from the company, but 23.7% not fully satisfied and 6.3% are fully dissatisfied. Based on it can conclude that most of them are satisfied with the different benefits they are getting from the company.

8) Training that was given till now is

Table - 8:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	65	81.2
AVERAGE	14	17.5
UNSATISFACTORY	1	1.3
TOTAL	80	100

Graph no 8



INTERPRETATION:

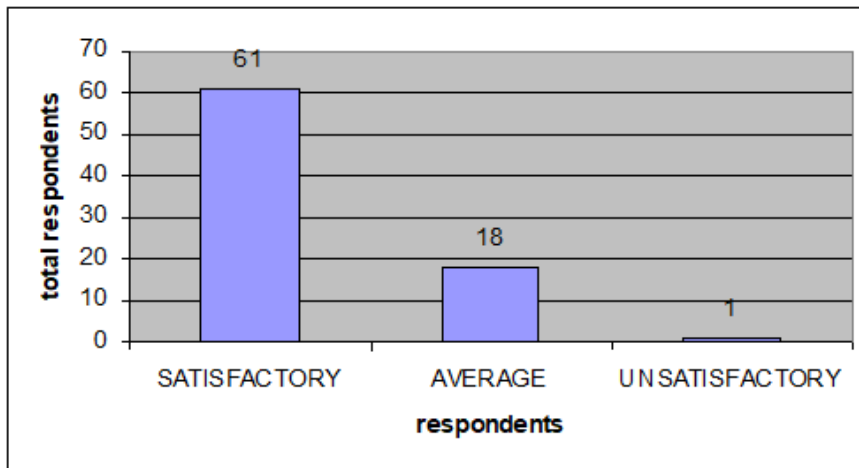
From the above table - 8, we can interpret that majority 81.2% are satisfied with the provision of training by the organization, but 17.5% are not fully satisfied and 1.3% are completely dissatisfied. Based on it can conclude that most of them are satisfied with the training facilities provided by the company.

9) Opinion on the opportunities to develop capabilities towards job.

Table - 9:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	61	76.3
AVERAGE	18	22.5
UNSATISFACTORY	1	1.2
TOTAL	80	100

Graph no 9



INTERPRETATION

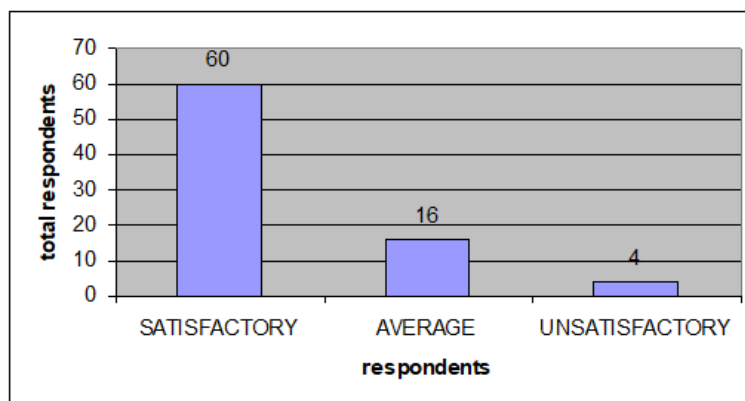
From the above table – 9: we can interpret that majority 76.3% are satisfied with the opportunities to develop the capabilities towards the job, but 22.5% are not fully satisfied and 1.2% are fully dissatisfied. Based on it can conclude that most of them are satisfied with the opportunities to develop the capabilities towards the job.

10) Opinion on the career developmental opportunities of the command

Table - 10;

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	60	75
AVERAGE	16	20
UNSATISFACTORY	4	5
TOTAL	80	100

Graph no 10



INTERPRETATION:

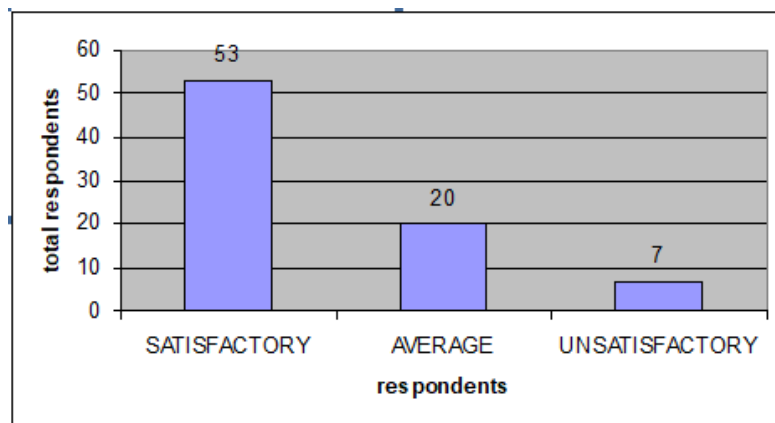
From the above table - 10, we can interpret that majority 75% are satisfied with the career developmental opportunities, but 20% are not fully satisfied and 5% are fully dissatisfied. Based on it we can conclude that most of them are satisfied with the career developmental opportunities.

11) Opinion on the procedures and promotion policies of the Conman

Table -11

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	53	66.3
AVERAGE	20	25.0
UNSATISFACTORY	7	8.7
TOTAL	80	100

Graph no 11



INTREPRETATION:

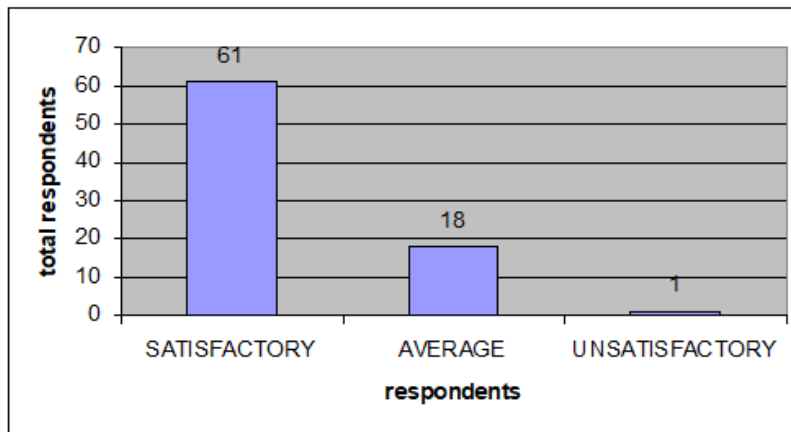
From the above table - 11. we can interpret that majority 66.3% are satisfied with the company's policies and practices of promotions, but 25% are not fully satisfied and 8.7% are fully dissatisfied. Based on it can conclude that most of them satisfied with the company's policies and practice of promotions.

12) Opinion on the neighbors

Table - 12:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	61	76.3
AVERAGE	18	22.5
UNSATISFACTORY	1	1.2
TOTAL	80	100

Graph no 12



INTERPRETATION:

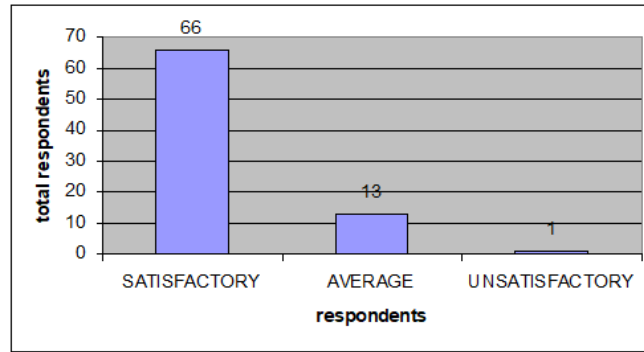
From the above table – 12: we can interpret that majority 76.3% are satisfied with the good relation with their neighbors working with them, but 22.5% are not fully satisfied and 1.2% are fully dissatisfied. Based on it can conclude that most of them are satisfied with the good relation with their neighbors working along with them.

13) Opinion on job security given by the company

Table - 13:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	66	82.5
AVERAGE	13	16.3
UNSATISFACTORY	1	"
TOTAL	80	100

Graph no 13



INTERPRETAION:

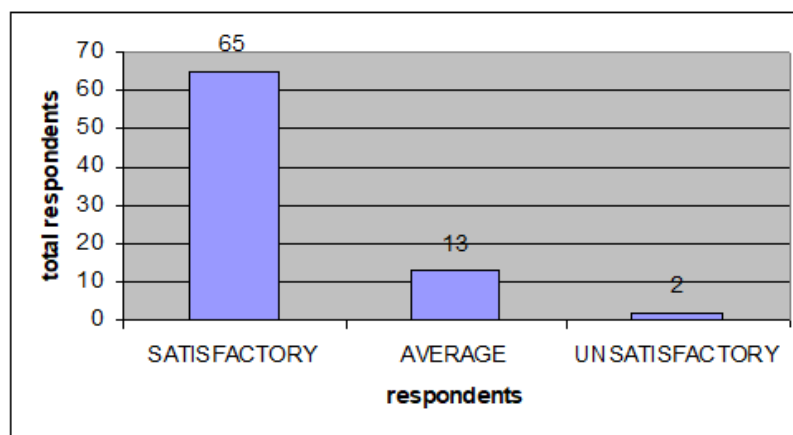
From the above table 13: we can interpret that majority 82.5% are satisfied *with the* job security given by the company, but 16.3% are not fully satisfied and 1.2%% are fully dissatisfied. Based on it can conclude that most of them are satisfied with job security given by the company.

14) Opinion on the authority given to do a job.

Table - 14

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	65	81.3
AVERAGE	13	16.2
UNSATISFACTORY	2	2.5
TOTAL	80	100

Graph no 14



INTERPRETATION:

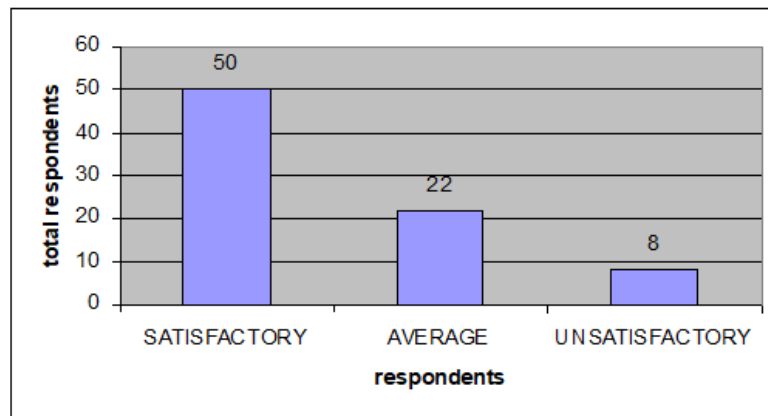
From the above table – 14: we can interpret that majority 81.3% are satisfied with the authority that was given to them to do a job, but 16.2% are not fully satisfied and 2.5%% are fully dissatisfied. Based on it we can conclude that most of them are satisfied with the authority that was given to them to do a job.

15) Opinion on employee participation in decision-making

Table – 15

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	50	62.5
AVERAGE	22	27.5
UNSATISFACTORY	8	10.0
TOTAL	80	100

Graph no 15



INTERPRETATION:

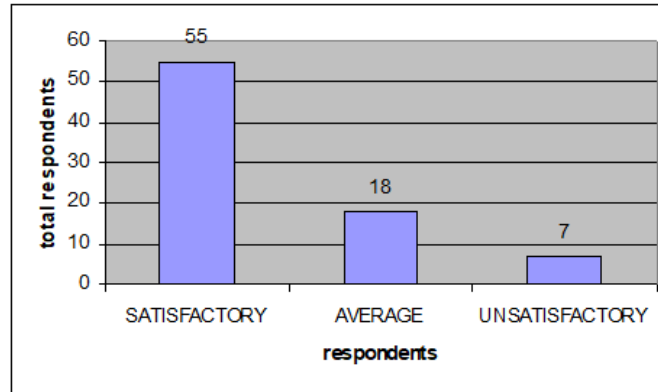
From the above table - 15, we can interpret that majority 62.5% are satisfied with the employee participation in decision making: but 27.5% are not fully satisfied and 10%% are fully dissatisfied. Bused on it we can conclude that most of them are satisfied with the employee participation in decision making.

16) Opinion on the ethicality of work within the company

Table - 16:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	55	68.7
AVERAGE	18	22.5
UNSATISFACTORY	7	8.8
TOTAL	80	100

Graph no 16



INTERPRETATION:

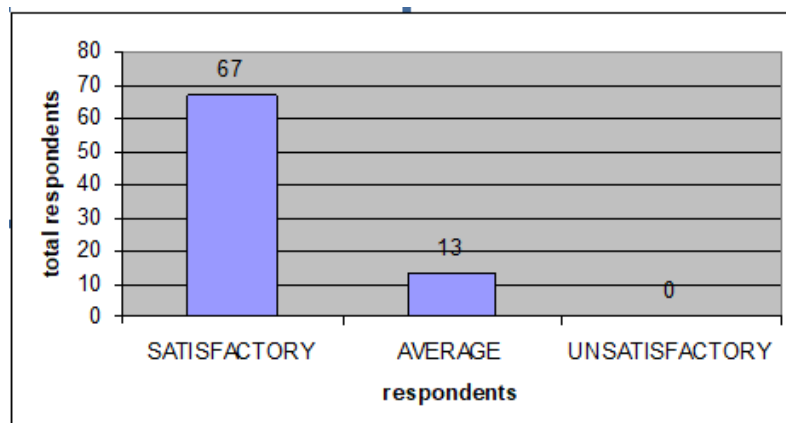
From the above table – 16: we can interpret that majority 68.7% are satisfied with the ethicality of work within the company, but 22.5% are not fully satisfied and 8.8% are fully dissatisfied. Based on it can conclude that most of them satisfied with the ethicality of work within the company.

17) Opinion on the practices and procedures of work in the Command

Table – 17

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	67	83.7
AVERAGE	13	16.3
UNSATISFACTORY	0	0
TOTAL	80	100

Graph no 17



INTERPRETATION:

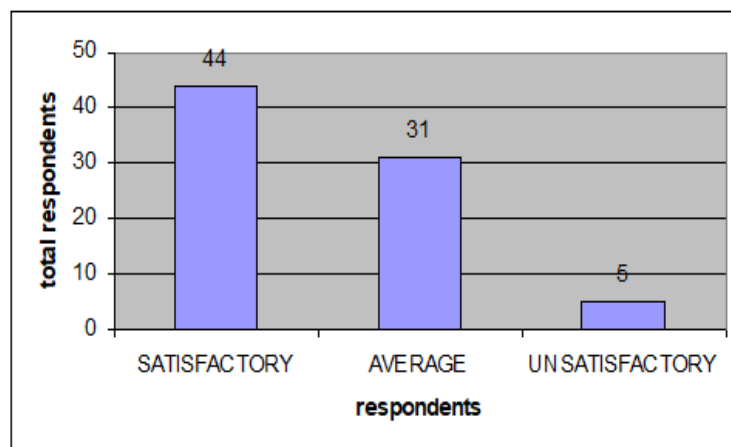
From the above table – 17: we can interpret that majority 83.7% are satisfied with the practices and procedures of work in the organization, but 16.3 are not fully satisfied and 0% are fully dissatisfied. Based on it we can conclude that most of them are satisfied with the practices and procedures of work in the organization.

18) Opinion on the welfare amenities provided by organization

Table - 18:

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	44	55
AVERAGE	31	38.7
UNSATISFACTORY	5	6.3
TOTAL	80	100

Graph no 18



INTERPRETATION

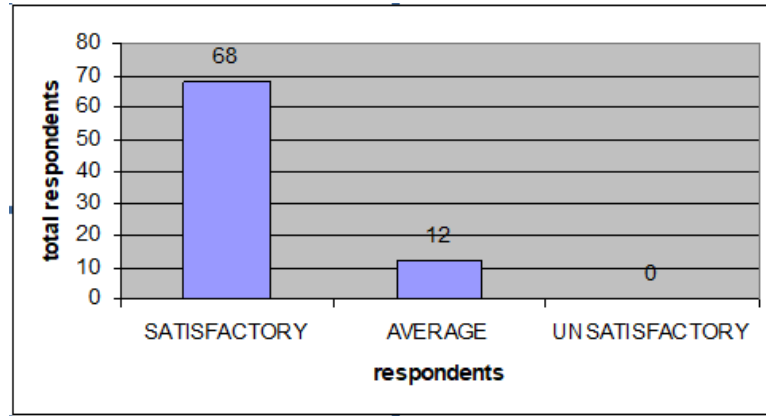
From the above table - 18, we can interpret that majority 55% are satisfied with the welfare amenities provided to them, but 38.7% are not fully satisfied and 6.3% are fully dissatisfied. Based on it we can conclude that most of them are satisfied with the welfare amenities provided to them.

19)Opinion on the organization objectives

Table – 19

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	68	85
AVERAGE	12	15
UNSATISFACTORY	0	0
TOTAL	80	100

Graph no 19



INTERPRETATION

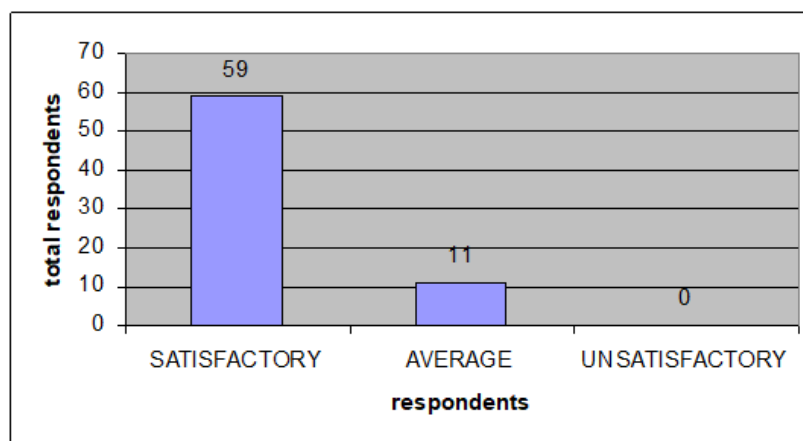
From the above table – 19: we can interpret that majority 85% are satisfied with the company's objectives, but 15% are not fully satisfied and 0% are fully dissatisfied. Based on it we can conclude that most of them are satisfied with the company's objectives.

20) Opinion on the opportunities to develop capabilities towards job.

Table –20

RESPONSE	NO. OF RESPONDENTS	PERCENTAGE
SATISFACTORY	59	86.3
AVERAGE	11	13.7
UNSATISFACTORY	0	0
TOTAL	80	100

Graph no 20



INTERPRETATION:

From the above table 20. We can interpret that majority 86.3% are satisfied with the quality of work in the organization, but 13.7% are not fully satisfied and 0%% are fully dissatisfied. Based on it we can conclude (hat most of them are satisfied with the quality of work in the organization.

FINDINGS & SUGGESTIONS

- It is found that the management is not involving its employees in decision-making.
- So the company should give more importance for employee's participation in the management decisions to achieve more qualitative results.
- It is found that the company is not caring about the satisfaction levels of its employees. So the company should give more importance to the employee satisfaction.
- It is found that the internal conflicts are existing in the company. So the company should take measures to create a healthy working environment which minimizes the role, goal & line and staff conflicts.
- It is found that the people in the company are not assigned to newer jobs, so the company should encourage the ideas of employees in order to improve their creativity.
- It is found that most of them need new techniques in training. So the company should conduct new training programmes to develop the unawareness in the employees about the quality of their work and services.

5. CONCLUSIONS

It was concluded that, most of the people were satisfied for the facilities provided by the company. It was informed that, most of the employees satisfied with health and safety measures followed by the company. It is observed that most of the employees are satisfied with training and development activities. It is observed that most of the people are satisfied with the procedures of work. It is observed that most of the people are satisfied with the relationship with co-employees. It is observed that most of the employees support their participation in the management decisions. It is observed that most of the people are satisfied with employee benefits. It is observed that most of the people are satisfied with quality of work. Finally the hypothesis is proved to be null from the above observations and interpretations.

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