

Quality of work life of Employees in Small Scale Industries

(With Special Reference to Tiruvannamalai Town, Tamil Nadu State, India)

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ABSTRACT--- *The focus of this paper concerns a study of quality of work life for the employees of small scale industries. The aim of study is to determine the existence of QWL (Quality of Work Life) in small scale industries as per the view of employees. 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 sample consists of 200 employees of various Small Scale Industrial units in Tiruvannamalai town in Tamil Nadu, India. The list of industrial units was acquired from District Industrial Centre of these cities and units were chosen at random. 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 the quality of work life in Small Scale industries.*

Keyword--- Employees, Small Scale Industries, Quality of Work life (QWL), Working Environment

1. INTRODUCTION

Quality of work life 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. Quality of work life 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. Quality of work life 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. Quality of work life is a way of thinking about people, work and organizations. Its distinctive elements are (1) a concern about the impact of work on people as well as on organizational effectiveness and (2) the idea of participation in organizational problem solving and decision making QWL also implies that workers have entitlements beyond money, health and safety issues, and basic rights under collective agreements. 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. According to Thomas S. Bateman and Scott A. Snell (2003) "Quality of work life refers to programmes designed to create a workplace that enhances employee well-being". Further it is said that "Quality of work life 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". (Sink: 1985). According to Walton R.E, (1973) the Quality of work life 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".

Importance of QWL in Small Scale industrial units

A small scale industry contributes greatly to the country's economy. It is one of the major means to overcome unemployment. It leads to improvement in job satisfaction of the employees and contributes to the overall performance of the industries. The Small Scale Industries accounts for about 45 percent of the manufacturing output and 40 percent of the total export of the country in addition to generating employment to about 42 million persons in the country The absence of QWL leads to the dissatisfaction in job, lack of motivation and moral. The reason to non-performance in SSI

are many like lack of finance, technology, non availability of skilled labor, turnover, absenteeism etc. but the hidden cause for all these troubles is one and only 'Quality of work life'.

2. LITERATURE REVIEW

Sarang Shankar Bhola (2003) in his thesis, "A Study of QWL in Casting and Machine shop industry in Kolhapur" found that the quality of work life of employees in most of the companies is poor due to poor wages and salaries, poor working conditions, and heavy physical work. However, employees at higher level have better quality of work life as compared to employees at lower level. **Trehan Ruchi (2004)** in her thesis, "Quality of Working Life: A Comparative Study of Urban and Rural School Teachers in Punjab" stated that the quality of working life of urban teachers is far better than that of the rural school teachers. **Das, Tania (2008)** in his thesis, "Impact of Emerging Trends on the Quality of Work Life in Service Industry" discussed the impact of external environment and in particular the changing trends on the service industry. He concluded that employees in service industry discharge their duties with commitment and involvement only if their quality of work life is improved.

To overcome dissatisfaction and make the work interesting **Raduan Che Rose (2006)** says QWL programs will benefit both faculty and management, By mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs . The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance in QWL.

Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

Mu.Subrahmanian, Anjani.N (2010) studied the meaning of QWL, analyses constructs of QWL based on models and past research from the perspective of Textile and Engineering employees in Coimbatore District of Tamil Nadu. The Constructs of QWL discussed are Job satisfaction, Compensation, Human Relation, Working Condition, Grievance, competency development, Stress and wellbeing. It was found that from the research pointed out some areas with respect to the factors of Quality of Work Life in both the industries that need special attention. These involve both hygienic and motivational factors such as training and development, human relations, work environment, work schedule and counseling. It concludes that QWL from the perspective of Textile and Engineering employees is challenging both to the individuals and organizations.

Factors that affect the quality of work life:

1. To Achieving some level of personal growth may be quite related to the quality of communication in the industry. Communication plays vital role to achieve results in priority area. Industry can improve the quality of working life through improving the nature and quality of communication of the mission and vision through the use of team as a first step the process of employee participation.
2. Career development and growth- The purpose of career planning as part of an employee development program is not only to help, employees feel like their industry are investing in them but also help people manage the many aspects of their lives.
3. Flexible work arrangement- Flexible work arrangements are thought to contribute to job motivation and dedication. They also enable the employee to use time more effectively by scheduling activities in a way that suits his or her situation best.
4. Family- responsive culture- the industry and culture toward combining work and family roles is important for employees seeking work-family balance.
5. Employee motivation- The money is not the only motivation, where as other environment also plays very vital role for employee motivation and performance.
6. Industrial climate- Various facts of industrial climate have been measured and previous researches on QWL. Three of them are- affective, cognitive and instrumental. The affective facet of industrial climate primarily comprises of the quality of relationships in the industry. The cognitive climate facet consists of a sense of deriving intrinsic reward from one's work comprising of meaningfulness, competence, self determination, and impact and work-family interference. The instrumental climate facet is defined as follows: work process, structure and
7. Extrinsic rewards including access to resources and time control.
8. Job satisfaction- Job satisfaction is one of the central variables in work and is seen as an important indication of working life quality. 8. Industrial support- Industrial support is defined as the extent to which employees perceive that the industry values their contributions and cares about their wellbeing.

3. PURPOSE OF STUDY

This present study aims at analyzing the Emotional Intelligence level and the quality of work life of male and female individuals working in the Small Scale Industries. The study also aims at finding the quality of work life. 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 pressures by enhancing the emotional competence.

4. OBJECTIVES OF THE STUDY

1. To study the need and importance of quality of work life of employees.
2. To study the perception of the employees towards various factors contributing quality of work life of employees in the select Small Scale Industries in Tiruvannamalai town
3. To suggest appropriate measures to improve the quality of work life of employees of SSI units in Tiruvannamalai Town.

5. METHODOLOGY

Design

The current study is descriptive method .In this method, the principals' quality of work life of them have been investigated. In descriptive research, the researcher does not interfere with the situation, condition and variables and does not tamper with or control them; but instead he simply studies, describes and examines whatever it is.

Selection of Sample

Sl. No	Number Small Scale Industries Registered (up to March 2012)	No. of persons employed
1.	268	2145

15% of SSI units and 10% of employees were taken for this study

Data Collection

Sl. No	Sectors	No. of SSI	Questionnaire issued	Questionnaire received	Damaged questionnaire	Questionnaire were used for study
1.	Productions	16	100	92	8	84
2.	Service	25	150	135	19	116
Total		41	250	227	27	200

Instruments

In order to estimate the statistical sample size, simple percentage method, and Chi-square method were used.

6. LIMITATIONS OF THE STUDY

1. The study covered in Tiruvannamalai town only.
2. The study is covered only 15% SSI and 10% of employees of these SSI only.
3. The study is not covered in Whole SSI units in Tiruvannamalai town and District

7. DATA ANALYSIS AND INTERPRETATION

Table – 1 Demographic variable analysis

Demographic variables		No of respondents	Percentage
Gender	Male	162	17.5
	Female	38	83.5
	Total	200	100
Age group	Below 25	48	24
	26-35	52	26
	36-45	67	33.5
	Above 45	33	16.5
	Total	200	100
Education level	< SSLC	78	39
	< HSC	61	30.5
	Diploma /ITI	47	23.5
	Degree	14	7
	Total	200	100
Marital status	Married	124	62
	Unmarried	76	38
	Total	200	100
Income level	Below Rs. 5000	43	21.5

	Rs. 5001 - 10000	73	36.5
	Rs. 10001 – 15000	58	29
	Above Rs. 15000	26	13
	Total	200	100

Table – 2 Classification of respondents based on Experience

S. No	Year of experience	No. of Respondents	Percentage
1.	Less than 3 year	24	12
2.	3 – 5 years	78	39
3.	5 - 10 years	64	32
4.	Above 10 years	34	17
	Total	200	100

Table 2 shows that classifications of respondents based on year of experience. It reveals that 39% of the respondents' year of experience is 3 - 5 years, 32% of the respondents experience is 5 - 10 years, 17% of the respondents' year of experience is above 10 years and 12% of the respondents experience is less than Three years.

Table 3 QWL and Opinion Level of the Respondents.

Sl. No	Factors	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
1.	Compensation	43	82	53	13	9	200
2.	Health and Safety working	26	48	38	72	16	200
3.	Opportunities for use and development of skills and ability	32	45	78	38	7	200
4.	Work culture	38	62	51	31	18	200
5.	Working environment	26	31	67	54	22	200
6.	Welfare measures	22	41	64	36	37	200
7.	Job satisfaction	39	63	47	36	15	200
8.	Overall quality of work life	34	37	72	31	26	200

The Table 3 indicates that Quality of Work Life Factors and Opinion level of the respondents. 82 respondents are told compensation of work is satisfied. 72 respondents are neutral are i.e. either are satisfied or dissatisfied in Overall quality of work life. 37 respondents insist welfare measure of the SSI units is very poor.

Research Hypothesis (Alternative Hypotheses)

1. There is a significant relationship between the Gender of the respondents and their overall quality of work life.
2. There is a significant relationship between the age group of the respondents and their overall quality of work life.
3. There is a significant relationship between the educational qualification of the respondents and their overall quality of work life.
4. There is a significant relationship between the Income level of the respondents and their overall quality of work life.
5. There is a significant relationship between the Work Experience of the respondents and their overall quality of work life.

Table 4 Hypotheses tested

Hypotheses	Degrees of Freedom	Level of Significance (%)	Calculated Value	Table Value	Results Alternative Hypotheses
1	2	5	14.233	0.103	Accepted
2	6	5	33.449	1.635	Accepted
3	6	5	68.626	1.635	Accepted
4.	6	5	17.88	1.635	Accepted
5.	6	5	8.55	1.635	Accepted

8. FINDINGS

- ❖ 162 respondents are male group and 38 respondents are female group.
- ❖ 67 respondents are comes under 36-45 age group.
- ❖ 78 respondents educational qualification is below SSLC level.
- ❖ 124 respondents are married person.
- ❖ 73 respondents monthly income is 5001-10000.
- ❖ 78 respondents work experience is 3- 5 years only.
- ❖ 82 respondents are opined that compensation of work is satisfied.
- ❖ Health and safe working conditions is dissatisfied by 72 respondents.
- ❖ 72 respondents are neutral are i.e. either are satisfied or dissatisfied in Opportunities for use and development of skills and ability to discharge their work.
- ❖ 62 respondents are satisfied in work culture activities in SSI units.
- ❖ 67 respondents indicate SSI units to improve their working environment and to increase their welfare measures etc.
- ❖ 63 respondents are satisfied in jobs provided by SSI units.
- ❖ 72 respondents are neither satisfied nor dissatisfied in overall quality of work life in SSI units.

9. CONCLUSION

From the study, it is clearly stating that Quality of Work Life of employees in Small Scale Industries in Tiruvanmalai town is not in good condition. This research mainly highlights some of the gaps in employee's satisfaction towards the SSI units. It also helps us 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 company. So the company should satisfy them in order to improve the business in the higher global competitive market of the liberalized economy.

10. SUGGESTIONS

- ✓ 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 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 camps to provide on regular basis to make their workers get rid of stress of work load.
- ✓ The Company should focus on workers welfare by providing the basic necessities such as quality food, pollution free environment, and recreational facilities which will give to the workers psychologically, emotionally and physically fit enough to work.

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