

Attitudinal Study of Quality of Work Life at an Electronics Company

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Abstract:

This paper tries to assess employees' attitude towards quality of work life in an electronics company in Solan city of Himachal Pradesh. Four variables of Quality of work life i.e. job profile, personal growth, work culture and organizational commitment were used to assess employee's attitude towards Quality of work life. The data was collected from a sample of 50 respondents, comprising of 7 managers, 13 supervisors and 30 workers from two branches of the organization in the city. Questionnaires in Hindi and English were used to collect the primary data. Statistical analysis of the data revealed that all the three categories of employees were high in organizational commitment whereas supervisors and workers still had few complaints regarding job profile, personal growth and work culture. Some suggestions were put forward to improve the overall Quality of work life of the organization.

Key words: Quality of work life, job profile, personal growth, work culture and organizational commitment

Introduction

In today's world when everyone is struggling to balance their personal and professional life, quality of work life becomes an imperative matter of concern for every organization as well as individuals. Quality of work life (QWL) is a standard expression that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its fundamental meaning in a person's life. Walton (1975) identifies eight dimensions that make up Quality of Work Life framework as Adequate and Fair Compensation, Safe and Healthy Working Conditions, Immediate Opportunities to use to develop human capacities, future opportunities for continued growth and security, Social Integration in the work organization, Constitutionalism and rights for privacy in the work organization, work and the total life space refer to the balanced role of work, Social relevance of work.

Review of Literature

QWL has remained a subject of interest for many research studies. These studies have been carried out on employees of different organizations and institutes marking out the importance of a good quality of work life in an organization.

Beinum (1974) quoted quality of work life is the quality of the content of relationship between human beings and their work. According to Suttle, (1974) Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. Sayeed and Sinha (1981) in their study indicated that higher QWL leads to greater job satisfaction and better performance. Hoque and Rahman (1999) compared QWL of industrial workers in public and private sectors and revealed that workers of private sector perceive significantly higher

QWL than their counter parts in the public sector. QWL has been found to be important for job performance, job satisfaction, labour turnover, labour management relations and such other factors which play a crucial role in determining the overall wellbeing of any industrial organization but QWL does not differ significantly according to demographic variables of the workers. Donalson (2000) in his research concluded that there is significant relationship between the quality of working life to organizational commitment, absenteeism from work and the delay and two components of the partner's satisfaction and job security have the strongest impact on organizational commitment. Rose (2006) in his study said that QWL programs 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. 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. Ghasemizad and Zadeh (2012), QWL has direct bearing with productivity, as improved QWL will ultimately lead to higher productivity and job satisfaction. Vishwakarma et.al. (2013), QWL of academicians, particularly in the Private Technical Institute, is not in a better condition. Factors such as salary and wages biasness between same qualified employees, advancement opportunity for growth is low, salary and job security issues are badly affecting the relationship with administration and academicians, dissatisfaction regarding

leave flexibility etc. are responsible for low QWL of respondents.

Need of the Study

High QWL is one of the best ways to attract and retain the talented staff as well as to increase the performance. Manufacturing units in the small cities face many problems related to manpower of the organization such as increasing management-worker conflict, increasing labour turnover, strikes, thefts, union formation etc. thus, reflecting dissatisfaction and adverse QWL.

Keeping in view the above this study was conducted to study the attitude of employees towards quality of work life and suggest some remedial measures to maintain a conducive environment within organization.

Objectives of the Study

Objectives of the study were:-

- To assess the employees attitude towards quality of work life.
- To study the different aspects of quality of work life.
- To suggest certain measures to improve the quality of work life.

Research Methodology

To realize above objectives we have used exploratory study. Random sample of 50 respondents (7 managers, 13 supervisors and 30 workers) was collected. The data was collected with the help of questionnaire based on 5 point likert scale.

Findings and Observation

Section-A

Description of the respondents

Table No. 1 Distribution of respondents according to age

| Sr. no. | Respondents | Age in years | | | Total |
|---------|-------------|--------------|-------------|--------------|--------------|
| | | 16-20 | 21-30 | 31 and above | |
| 1 | Managers | - | 3 (6%) | 4 (8%) | 7 (14%) |
| 2 | Supervisors | 1 (2%) | 10 (20%) | 2 (4%) | 13 (26%) |
| 3 | Workers | 2 (4%) | 25 (50%) | 3 (6%) | 30 (60%) |
| | Total | 3 (6%) | 38 (76%) | 9 (18%) | 50 (100%) |

Table reveals that majority i.e. 76% of the respondents were in the age group of 21-30 years, 18% were in age group of 31 and above whereas only 6 % of the respondents were in the age group of 16-20 years. There were more mid aged people working and very less youth in the organization which may be a reason for high commitment.

Table No. 2 Distribution of respondents according to marital status

| Sr. no. | Respondents | Marital Status | | Total |
|---------|-------------|----------------|-------------|--------------|
| | | Married | Unmarried | |
| 1 | Managers | 5 (10%) | 2 (4%) | 7 (14%) |
| 2 | Supervisors | 6 (12%) | 7 (14%) | 13 (26%) |
| 3 | Workers | 9 (18%) | 21 (42%) | 30 (60%) |
| | Total | 20 (40%) | 30 (60%) | 50 (100%) |

Table depicts that majority of the respondents were unmarried whereas only 40% were married. Mostly married people with family responsibilities work in the organization.

Table No. 3 Distribution of respondents according to gender

| Sr. no. | Respondents | Gender | | Total |
|---------|-------------|-------------|-------------|--------------|
| | | Male | Female | |
| 1 | Managers | 5 (10%) | 2 (4%) | 7 (14%) |
| 2 | Supervisors | 10 (20%) | 3 (6%) | 13 (26%) |
| 3 | Workers | 24 (48%) | 6 (12%) | 30 (60%) |
| | Total | 39 (78%) | 11 (22%) | 50 (100%) |

In case of gender, the table indicates that majority of the respondents were males and only 22% were females. Also we can assume that very few females prefer working in organization.

Table No. 4 Distribution of respondents according to income

| Sr. no. | Respondents | Age in years | | | | Total |
|---------|-------------|---------------|----------------|-----------------|---------------------|--------------|
| | | Rs. 5100-7500 | Rs. 7501-12500 | Rs. 12500-20000 | Rs. 20000 and above | |
| 1 | Managers | 1 (2%) | 2 (4%) | 1 (2%) | 3 (6%) | 7 (14%) |
| 2 | Supervisors | 7 (14%) | 6 (12%) | | - | 13 (26%) |
| 3 | Workers | 20 (40%) | 10 (20%) | | - | 30 (60%) |
| | Total | 28 (56%) | 18 (36%) | 1 (2%) | 3 (6%) | 50 (100%) |

A vast disparity had been seen in case of income of the respondents as seen in the table above. Income wise 56% of the respondents were in the income group of Rs.5100-7500, 36 % in the income group of Rs. 7501- 12500,2% in the income group of Rs. 12500- 20000 whereas only 6 % respondents were in the income group of 20000 and above.

Table No. 5 Distribution of respondents according to education

| Sr. no. | Respondents | Age in years | | | Total |
|---------|-------------|--------------|-------------|---------------|--------------|
| | | Matric | Graduate | Post Graduate | |
| 1 | Managers | 1 (2%) | 3 (6%) | 3 (6%) | 7 (14%) |
| 2 | Supervisors | 7 (14%) | 6 (12%) | - | 13 (26%) |
| 3 | Workers | 20 (40%) | 10 (20%) | - | 30 (60%) |
| | Total | 28 (56%) | 19 (38%) | 3 (6%) | 50 (100%) |

Table shows that majority 56% of the respondents were matriculates, 38 % were graduates whereas only 6 % were post graduates. In a town like Solan manufacturing units have very few employees with higher education, only managerial employees hold post-graduation degrees rest have either graduation and mostly are under 12th.

Table No. 6 Distribution of respondents according to Technical Education

| Sr. no. | Respondents | Technical Education | | Total |
|---------|-------------|---------------------|---------------|--------------|
| | | Technical | Non-Technical | |
| 1 | Managers | 4 (8%) | 3 (6%) | 7 (14%) |
| 2 | Supervisors | 7 (14%) | 6 (12%) | 13 (26%) |
| 3 | Workers | - | 30 (60%) | 30 (60%) |
| | Total | 11 (22%) | 39 (78%) | 50 (100%) |

In case of technical qualification, majority i.e. 78% of the respondents were having non-technical qualification whereas only 22% were technically qualified. In spite being manufacturing unit very few employees have technical qualification which may be reason for job boredom.

Table No. 7 Distribution of respondents according to length of service

| Sr. no. | Respondents | Length of service | | Total |
|---------|-------------|-------------------|-------------|-------|
| | | Less than 2 | More than 2 | |

| | | years | years | |
|---|-------------|-------------|-------------|--------------|
| 1 | Managers | 3 (6%) | 3 (8%) | 7 (14%) |
| 2 | Supervisors | 7 (14%) | 6 (12%) | 13 (26%) |
| 3 | Workers | 12 (24%) | 18 (36%) | 30 (60%) |
| | Total | 22 (44%) | 28 (56%) | 50 (100%) |

Table indicates that majority of the respondents i.e. 56% were working in the organization for more than 2 years and only 44 % were there who had not completed their 2 years with the organization. Since the unit is not very old in the city there are hardly any employees with long services.

Section B

Table No. 8 Distribution of respondents according to Attitude towards Job Profile

| Sr. no. | Respondents | Job Profile | | | Total |
|---------|-------------|-------------|-------------|-----------|--------------|
| | | Negative | Neutral | Positive | |
| 1 | Managers | - | 6 (12%) | 1 (2%) | 7 (14%) |
| 2 | Supervisors | 5 (10%) | 7 (14%) | 1 (2%) | 13 (26%) |
| 3 | Workers | 8 (16%) | 21 (42%) | 1 (2%) | 30 (60%) |
| | Total | 13 (26%) | 34 (68%) | 3 (6%) | 50 (100%) |

Table reveals that a majority of the respondents had neutral attitude towards their job profile, 26 % had negative attitude and only 6 % of the respondents were satisfied with their job profiles. Also none of the managers had a negative attitude towards the job profile they were handling. Employees here are not that highly educated neither they are technically qualified, may be it is the reason they have a neutral attitude towards their job profile.

Table No. 9 Distribution of respondents according to Attitude towards Personal growth

| Sr. no. | Respondents | Personal growth | | | Total |
|---------|-------------|-----------------|-------------|-----------|--------------|
| | | Negative | Neutral | Positive | |
| 1 | Managers | 2 (4%) | 3 (6%) | 2 (4%) | 7 (14%) |
| 2 | Supervisors | 2 (4%) | 11 (22%) | - | 13 (26%) |
| 3 | Workers | 7 (14%) | 22 (44%) | 1 (2%) | 30 (60%) |
| | Total | 11 (22%) | 36 (72%) | 3 (6%) | 50 (100%) |

Table depicts that majority of the respondents i.e. 72% found there were opportunities for growth in the organization whereas 22 % of the employees felt that the organization was lacking in growth opportunities for the employees. It is a medium scale unit because of which they may not be able to provide ample growth opportunities for their employees.

Table No. 10 Distribution of respondents according to Attitude towards Work culture

| Sr. no. | Respondents | Work culture | | | Total |
|---------|-------------|--------------|-------------|------------|--------------|
| | | Negative | Neutral | Positive | |
| 1 | Managers | - | 4 (8%) | 3 (6%) | 7 (14%) |
| 2 | Supervisors | 2 (4%) | 10 (20%) | 1 (2%) | 13 (26%) |
| 3 | Workers | 2 (4%) | 27 (54%) | 1 (2%) | 30 (60%) |
| | Total | 4 (8%) | 41 (82%) | 5 (10%) | 50 (100%) |

Table represents that majority of the respondents i.e. 82% felt there existed neutral work culture in the organization whereas none of the managers felt that the organization was lacked in maintaining a conducive environment. Small manufacturing units lack employee welfare activities may be that is the reason why very few employees show positive response towards work culture.

Table No. 11 Distribution of respondents according to Attitude towards Organisational Commitment

| Sr. no. | Respondents | Organisational Commitment | | | Total |
|---------|-------------|---------------------------|-------------|-------------|--------------|
| | | Negative | Neutral | Positive | |
| 1 | Managers | - | 2 (4%) | 5 (10%) | 7 (14%) |
| 2 | Supervisors | - | 9 (18%) | 4 (8%) | 13 (26%) |
| 3 | Workers | - | 19 (36%) | 11 (22%) | 30 (60%) |
| | Total | - | 30 (60%) | 20 (40%) | 50 (100%) |

Table signifies that none of the respondents had negative attitude towards their organizational commitment and were highly committed towards the organisation. Mostly employees are of mid age and are married with family responsibilities which may be a reason for high organizational commitment.

Table no. 12 Total Quality of Work Life (QWL) vs Variables of QWL

| QWL | Job Profile | | | Personal growth | | | Work culture | | | Organizational Commitment | | | Total |
|----------|-------------|-------------|--------------|-----------------|-------------|--------------|--------------|-------------|--------------|---------------------------|-------------|--------------|----------------|
| | Managers | Supervisors | Workers | Managers | Supervisors | Workers | Managers | Supervisors | Workers | Managers | Supervisors | Workers | |
| Positive | 1 (0.5) | 1 (0.5) | 1 (0.5) | 2 (2.0) | - | 1 (0.5) | 3 (1.5) | 1 (0.5) | 1 (0.5) | 5 (2.5) | 4 (2.0) | 11 (5.5) | 31 (15.5) |
| Neutral | 6 (3.0) | 7 (3.5) | 21 (10.5) | 3 (1.5) | 11 (5.5) | 22 (11.0) | 4 (2.0) | 10 (5.0) | 27 (13.5) | 2 (2.0) | 9 (4.5) | 19 (9.5) | 141 (70.5) |
| Negative | - | 5 (2.5) | 8 (4.0) | 2 (2.0) | 2 (2.0) | 7 (3.5) | - | 2 (2.0) | 2 (2.0) | - | - | - | 28 (14.0) |
| Total | 7 (3.5) | 13 (6.5) | 30 (15.0) | 7 (3.5) | 13 (6.5) | 30 (15.0) | 7 (3.5) | 13 (6.5) | 30 (15.0) | 7 (3.5) | 13 (6.5) | 30 (15.0) | 200 (100.0) |

From the above table it is concluded that overall there was a neutral response of 70 % of the respondents towards the variables of the present study i.e. Job profile, Personal growth, Work culture and Organizational Commitment. Whereas 16 % of the respondents were positive and only 14 % of the respondents were negative.

Although in case of Job Profile, Personal growth and Work culture the negative scores were high in case of supervisors and workers.

But surprisingly, in case of Organizational Commitment none of the respondent's score from the the categories was negative. Thus, indicating that the employees of the organization are highly committed employees, which is a plus point for the organization.

Findings

Some of the glaring problems found in the study as given by the respondents were:

- Most of the respondents were not satisfied with the salary they were getting which has increased dissatisfaction among the employees.
- No proper recognition and appraisal was given to the employees.
- Most of the employees felt that the work they were allotted was not according to their skills and qualification.
- Proper instruction from the top management was lacking which created a hindrance in the effective performance of the employees.
- Some of the employees also felt lack of growth opportunities, no freedom to do work and that no proper space for job was provided to them.
- Another problem which was seen was lack of cooperation and coordination among the employees.
- Lack of communication between worker-worker and worker-management was another major drawback found in the study.
- Employees of the organization felt that the policies, rules and regulations were not clear to the employees especially to the workers.

- Employees felt that they had no role in company's decision making.
- Another problem which most of the employees felt was slack of proper tools and implements and qualified technicians.
- Lack of conveyance facilities, canteen, crutches, rest rooms and other welfare activities.
- Personal feelings and interest of the employees were not considered by the management.

Suggestions

In order to solve problems and enhance the quality of work life of the employees in the organization, following are some of the suggestions given by the investigator:-

- Increasing trust in management and co-workers, pride in one's work, product or role in the community.
- Frequent meetings and get together of employees were essential for the company.
- Better salaries and benefits should be given to the employees according to the work done, based on regular appraisals of the employees.
- More employee's welfare programs which include training, medical, flexi working hours, crutches, holidays and basic amenities etc.
- Benefits and needs of the employees change as their age and family circumstances change, so benefit programs need to consider such factors.
- Boosting pride by ensuring paid time off for participating in community service projects, providing employee free tickets to some community functions, sponsoring company picnics and staff retreats, encouraging employees to wear company caps, i-cards and t-shirts.

- At the time of joining proper guidelines and better orientation programs i.e. innovative and fun may be provided to the employees to better connect the employees to the organization.
- Building trust, transparency and effective communication to foster trust, pride and camaraderie in the organization.
- More clear rules, regulations, job profile and responsibilities.
- Encouraging participative management, proper guidelines and supervision to the employees.
- Management should try to integrate the employees work and family life and maintain a work life balance.

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