



A STUDY ON QUALITY OF WORK LIFE AND ITS IMPACT ON JOB SATISFACTION IN AN AUTOMOBILE INDUSTRY

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Abstract

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. This research is carried out to gain practical knowledge about the quality of work life in an Automobile industry. The main objective is to study the Quality of work life (QWL) and its impact on Job satisfaction with reference to an Automobile industry. The research design used for the study is descriptive. The type of sampling technique used for the study is convenience sampling. The tool for data collection is a structured questionnaire. The statistical tools such as Chi-square, Correlation analysis are used. The study reveals that employees are satisfied with various factors such as working condition, medical facilities, working hours etc. The study also reveals that employees are having moderate level of stress and employees are satisfied with medical facilities.

Keywords: QWL, Percentage Analysis, Chi-Square Test, Correlation Analysis.

INTRODUCTION

Quality is generally defined as “Conformance to requirements”. Quality is defined “as fitness for purpose”. The concept of quality does not apply to all goods and services created by human beings, but also for workplace where the employees are employed. Quality in the workplace comes from understanding and then fully meeting, the needs of all the internal and external customers, now and into the future and in doing so to ensure continual improvement in efficiency and effectiveness. QWL means having good supervision, good working conditions, good pay and benefits and an interesting, challenging and rewarding job. High QWL is sought through an employee relations philosophy that encourages the use of QWL efforts, which are systematic attempts by an organisation to give workers greater opportunities to affect their jobs and their contributions to the organisation’s overall effectiveness. That is, a proactive human resource department finds ways to empower employees so that they draw on their “brains and wits,” usually by getting the employees more involved in the decision-making process of the organization. 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.

OBJECTIVES OF THE STUDY

- To study the quality of work life (QWL) and its impact on job satisfaction in an Automobile industry.
- To know the level of employees satisfaction on various facilities and other benefits to bring a better quality of work life
- To know about the career opportunities provided by the company to the employees

WORK LIFE BALANCE IN AN AUTOMOBILE INDUSTRY

The **Automotive industry in India** is one of the larger markets in the world and had previously been one of the fastest growing globally, but is now seeing flat or negative growth rates. India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. According to recent reports, India overtook Brazil and became the sixth largest passenger vehicle producer in the world (beating such old and new auto makers as Belgium, United Kingdom, Italy, Canada, Mexico, Russia, Spain, France, and Brazil), grew 16 to 18 per cent to sell around three million units in the course of 2011-12. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand. In 2010, India beat Thailand to become Asia's third largest exporter of passenger cars. As of 2010, India is home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making the country the second (after China) fastest growing automobile market in the world in that year. According to the Society of Indian Automobile Manufacturers, annual vehicle sales are projected to increase to 4 million by 2015, no longer 5 million as previously projected. India is emerging as an export hub for sports utility vehicles (SUVs). Global automobile majors are looking to leverage India's cost-competitive manufacturing practices and are assessing opportunities to export SUVs to Europe, South Africa and Southeast Asia too.



LITERATURE REVIEW

Bhuvanewari (2013) et al., has examined the Quality of work life among employees in Neyveli Lignite Corporation Limited, Tamilnadu. The findings reveals that majority of the respondents are satisfied with their job, nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programs ,health, safety & welfare measure and Quality of work life. It is also found that all the employee benefits and other facilities shows above neutral on satisfaction .Thus the effort of NLC management for upgrading the living standard of the employees is encouraging and unique.

Mrs.G.Indrani (2014) et al., says that, maintaining the quality of human input rises from maintaining the quality of work life perfectly. Rise in the quality of work life would help employees' well-being there by the well-being of the whole organization. Quality of Work Life (QWL) has been defined as "The quality of relationship between he employees and the total working environment". QWL is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness. Quality of work Life is a Person's life. It covers a person's feelings about every dimension of work including economic rewards and benefits, security, working condition, Organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore we can simply say Q.W.L. is a concern not only to improve life at work, but also life outside work. This paper focuses and analyses the literature findings which involve QWL. The present paper is an attempt to review the literature and the studies done in past to establish a relationship between QWL, employee performance and career growth opportunities.

James W. Thacker (2013) et al., Suggest that the purpose of this study is to investigate potential outcomes for unions involved in joint union-management QWL efforts. Subjects (rank-and-file union members) from three different QWL efforts within one organization were identified and measured at two points in time to determine what impact a joint QWL effort would have on their perceptions of the union. Results indicate that after QWL involvement, participants perceive a higher level of union influence in job areas where unions have not traditionally been involved (i.e., implementing technological changes, helping improve service to customers). In traditional job areas (i.e., scheduling shift changes and vacations) an interaction between the perception of QWL success and union influence was noted. The findings also indicated a desire by the "silent majority" of union members to become involved in QWL efforts. Finally, the present research suggests that after QWL involvement, a majority of the rank-and-file members who perceived QWL as successful gave equal credit for the success to both union and management.

Malarvizhi (2013) et al., in their article have discussed about the Quality of work life among Sugar mill Employees in Erode District. The results of the study showed that the basic strategy for improving the quality of work life is first to identify employee's important needs and to satisfy those needs. Hence the study indicated that increase in quality of work life results in increase in productivity and dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relation, poor working condition, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job etc.. The study recommended that promotion policies can be improved by giving grade for designation according to the experience of the employees. Arranging meditation classes and entertainment programs for the employees can minimize occupational stress.

Valarmathi (2013) et al., reckons the effects of quality of work life in textile sectors in and around Coimbatore district. The factors that were considered are salary, fair compensation, opportunities,, job rotation, Authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The Anova test reveals that there is no significant difference in the mean opinion on job rotation, training and there is significant difference for job security and authority to do the work. The correlation test implies positive correlation between fair compensation and career opportunities.

RESEARCH METHODOLOGY

Descriptive research design is adopted for the study. The data required for the study has been collected from the questionnaire method (primary source). This study is based on the survey conducted in Automobile Company, Chennai. 150 samples were collected on convenient sampling method. The information related to their demography, income level and participation in family were very much required to attain the objective. To have a meaningful analysis and interpretation of various data collected chi-square test and weighted average were made for this study.

RESULTS & DISCUSSION

Table - 1. Demographic profile of the respondents

Variables with Category	Respondents	
	No.	%
AGE		
18-20	12	8
21-30	133	89
31-45	5	3
Total	150	100
Marital Status		
Married	100	67
Unmarried	50	33
Total	150	100
Educational Qualification		
Diploma	93	62
UG	51	34
PG	6	4
Total	150	100
Experience		
<1	90	60
1-1.5	41	27
>1.5	19	13
Total	150	100
Income		
<5000	4	3
5001-10000	117	78
10001-20000	15	10
>20001	14	9
Total	150	100

Table -5 Correlation Analysis between experience of the employee and whether their suggestions are accepted & motivated.

H₀: There is no correlation between the experience of the employee and their suggestions are accepted and motivated

H₁: There exist a correlation between experience of the employee and their suggestions are accepted and motivated

Correlation			
		The suggestions given by employees are accepted and motivated	Experience of the Employee
The suggestions given by employees are accepted and motivated	Pearson Correlation	1	.017
	Sig. (2-tailed)		.835
	N	150	150
Experience of the Employee	Pearson Correlation	.017	1
	Sig. (2-tailed)	.835	
	N	150	150

Result

There exists a positive correlation between experience of the employee and suggestions are always accepted and motivated.

Chi-Square

Table -6 significant relationships between the work load in the organisation and qualification of the employees

Hypothesis	D.O.F	Calculated Value	Tabulated Value	Inference
Relationship between workload and qualification of the employees	6	6.374	5.991	H0 rejected

Result

There is a significant relationship between the work load in the organisation and qualification of the employees.

Weighted Average

Table – 7, Weightage given for benefits provided by the organisation.

BENEFITS	WEIGHTED AVERAGE	RANK
Better Pay	29.21	1
Job Security	29.04	2
Career Opportunities	28.57	3
Peer Relationship	26.96	4
Better Working Environment	23.46	5
Better Leadership	17.64	6
Most Challenging Task	14.25	7

From the above table, it is inferred that employee's rank better pay as 1, job security as 2, career opportunities as 3, peer relationship as 4, working conditions as 5, leadership better as 6, most challenging task as 7, so employees expect better pay from the organization

CONCLUSION

The Quality of work life in an organisation is the most important factor for an employee to work in the organisation. The work is affected if the Quality of work life is not up to the mark and the work is enhanced if the Quality of work life is maintained properly. The study reveals that the Quality of work life is high in the study area. The Quality Work Life (QWL) provide healthy working environment and develop sense of loyalty towards organisation among workers, which make them more responsible, cheerful and motivated, which ultimately and indirectly increases the efficiency and performance level of the employees. It is finally concluded that "if the employees are happy the organisation is wealthy".

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