



# A Study of quality of work life in MNC

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## CHAPTER 1

### INTRODUCTION

Quality of work life is a critical concept with having lots of importance in an 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.

#### 1.1 INTRODUCTION:

Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives

#### 1.2 OBJECTIVES OF THE STUDY:

- To identify the factors affecting quality of work life.
- To assess the quality of work life among workers
- To analyze the measures adopted by the organization to improve the quality of work life among workers.
- To suggest suitable measures to improve the quality of work life among workers.

### III. RESEARCH METHODOLOGY :

The research paper is an attempt of exploratory research, based on the secondary data sourced from journals, magazines, articles and media reports. Looking into requirements of the objectives of the study the research design employed for the study is of descriptive type. Keeping in view of the set objectives, this research design was adopted to have greater accuracy and in depth analysis of the research study. Available secondary data was extensively used for the study. The investigator procures the required data through a secondary survey method.



## **CHAPTER II REVIEW OF LITERATURE**

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. According to this determinant of QWL, the emphasis is shifted from job to career advancement (Walton, 1973). Although Orpen's (1981) research reflects a degree of overlap between this determinant and the previous one, similarly what he categorized as 'opportunity for personal growth' includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means to career development or succession possibilities.

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.

## **CHAPTER III**

### **PROFILE OF THE STUDY AREA STATEMENT OF THE PROBLEM:**

Quality of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work. An organization's HR department assumes responsibility for the effective running of the Quality of Work Life for their employees.

### **SCOPE OF THE STUDY:**

Work is an integral part of our everyday life, be it our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward for the next day. A happy and a healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.



**DEFINITION:**

QWL as a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. According to Wheeler and Hunger that the Quality of, Work Life emphasizes improving the human dimension of work. They should try to improve QWL by introducing participative problem solving, restructuring work, introducing innovative reward systems, and improving the work environment

**CHAPTER IV**

**DATA ANALYSIS AND INTERPRETATIONS**

Characteristics	N (N = 400)	%
<b>Ethnicity</b>		
White	288	72
Black	87	22
Hispanic	5	1
Asian	8	2
Other	6	2
No response	6	2
<b>Age</b>		
40–49	133	33
50–59	143	36
60–69	124	31
<b>Education</b>		
< High school	86	22
High school graduate/some college	149	37
College graduate	141	35
Post-graduate degree	23	6
No response	1	0
<b>Annual household income</b>		
\$15,000 or less	17	4
\$15,001 – \$45,000	74	19
\$45,000 – 75,000	84	22
\$75,000 – \$105,000	90	23
More than \$105,000	107	28
No response	28	7
<b>Marital status</b>		
Married	319	80
Steady relationship but not married	23	6
Separated or divorced	26	7
Single	25	6
Widowed	7	2

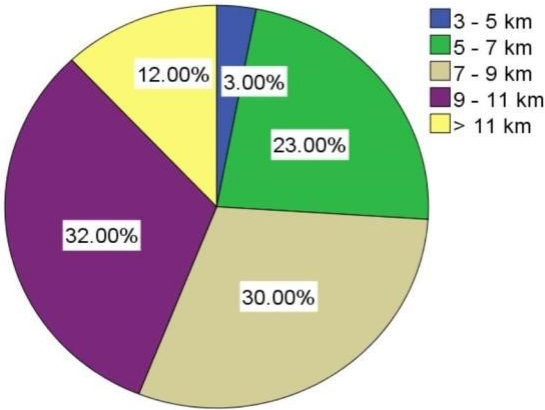


Figure 1: Distance between Home and Work place

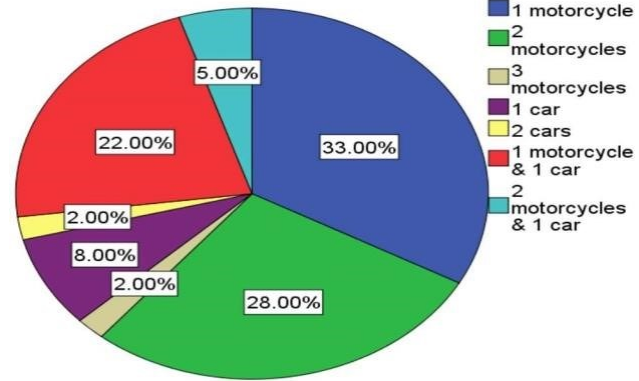


Figure 2: Privately Owned Vehicle per Family

### Analysis

It is shown in figure 1, most of the officer in PT. NK have to go through a long distance to reach the company. Most of the officer have to pass about 9 KM until 11 KM to reach the company with the percentage of respondent 32 percent. Since the location of the company is in the industrial area, only few of people who have the nearest distance from home to the company about 3 KM until 5 KM with the percentage of 3 percent. Meanwhile, in figure 2, most of the employee use motorcycle to go to the company because many of them only have 1 motorcycle in the family with the percentage of 33 percent. Those long distance that to be pass through made the employee have to go early to reach the company before the work time.

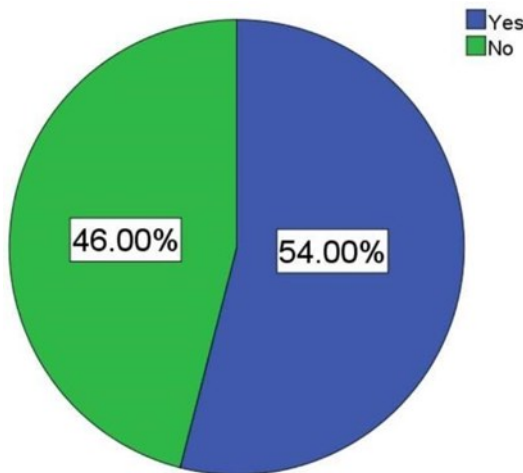


Figure 3: Wheter the Income has fulfilled family needs

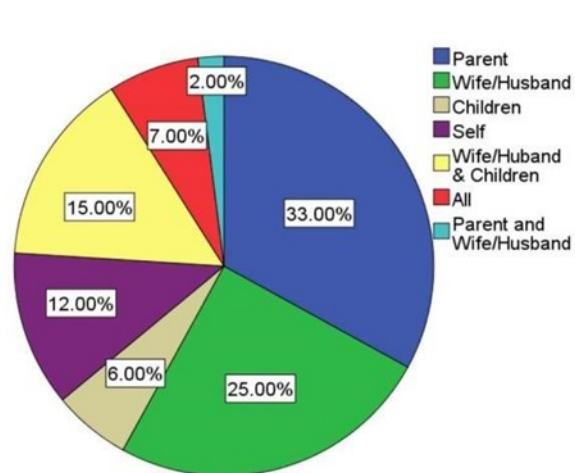
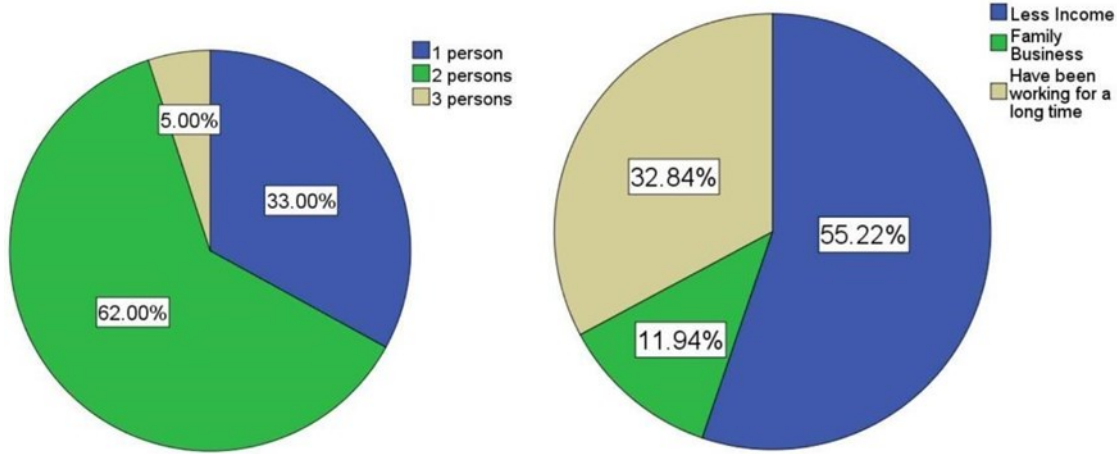


Figure 4: Number of Family Dependants

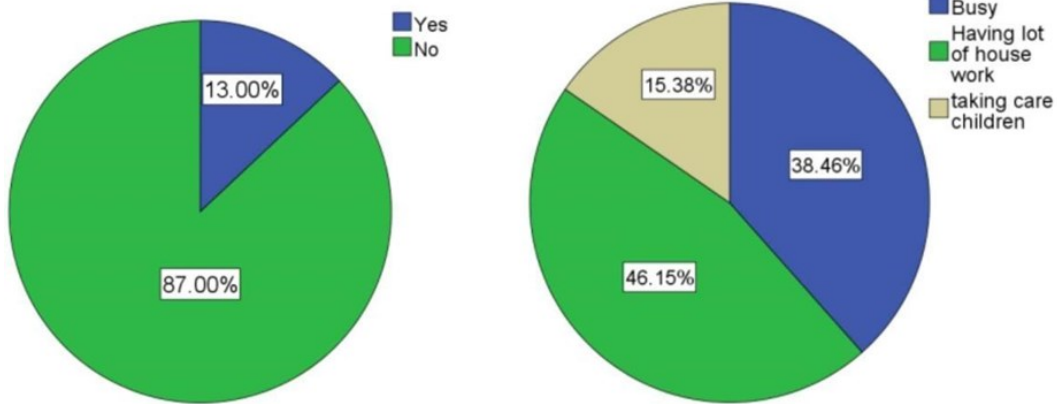
It is shown in figure 3 that most of the employee still cannot fulfill the family need. 54 percent of the percentage feel that the income which is gained from the company have not been enough to fulfill the family needs. Rest of them feel enough to fulfill their need by the income. The employee in PT. NK still have to take a responsible for their family. It can be seen in figure 4, most of the employee still have a responsible for their parent, it takes 33 percent of the percentage. Beside that, the least number of percentage for the responsible is for the employee's wife or husband with the percentage of 2 percent, because most their family member particularly their couple have their own work.

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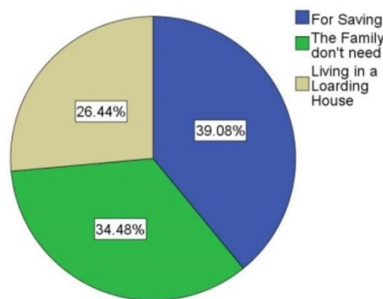
**Figure 5: How Many Family Member is Working      Figure 6: Reasons why more than 1 person working in a family**

Figure 5 shows that almost of the employee's family member all is having work. 62 percent of the percentage tells that in each family at least there are 2 persons who works. Furthermore, the 5 percent of the employee family there are 3 persons who having work. In diagram 6, it shows that the reason of not only one person working in the family is various. 55,22 percent of the reason is because they have less income while the need and spending is more than the income that is gained from the company. the other reason is because 32,84 percent of the employee and their family have been working for a long time and still working until now.



**Figure 7: Whether have a housekeeper**

**Figure 8: The Reason for having a housekeeper**



**Figure 9: Reasons for not having a housekeeper**



It can be seen in figure 7 that 87 percent of the percentage do not have a housekeeper and the rest 13 percent of the percentage have a housekeeper at home. The reason of having and do not have a housekeeper is also various. Figure 8 shows that 46,15 percent of the employee have a housekeeper because they have a lot of house work to be done. They can not do the house work alone and need other person to do the work at home. 38,46 percent feel too busy to do the work and do not have enough time for it, while 15,38 percent of the employee looking for a housekeeper to do a childcare because they have no one to taking care their children. In Figure 9 it can be seen that some of the employee prefer to do not have a housekeeper because of any reason. 39,08 percent feel that by doing the house work themselves they can save their money for other needs. 33,33 percent feel that they do not need a housekeeper because they can do the house work by themselves. And the rest of the percentage, 27,59 percent still living in the boarding house so that they do not need a housekeeper.

## **CHAPTER V**

### **FINDINGS, SUGGESTIONS AND CONCLUSION**

#### **SUGGESTIONS AND RECOMMENDATION:**

- Safety measures could be improved in the organization so that worker safety could be ensured and accidents could be minimized.
- Workers may be encouraged to offer suggestions for making improvements in the organization. This makes them feel their importance in the company.
- Sufficient training programs can be arranged so that the worker productivity could be improved.
- Appropriate pay strategies could be evolved to give fair and adequate compensation to the employees. Performance based increments would improve the performance of the workers.
- Medical expenses of the workers could be reimbursed.
- Providing adequate casual leave or permission may be considered. Information flow within the organization could be improved.

#### **CONCLUSION:**

A happy and healthy employee will give better turnover, make good decisions and positively contribute to organizational goal. An assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents. Quality of work life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. So it is up to the organization to focus on their workers and improve their quality of work life so that attrition, absenteeism and decline in workers productivity can be checked. Necessary suggestions were given by the investigator for the same.

#### **APPENDIX BOOKS:**

- [1.] Gupta, C.B., —Human Resource Managementl , Sultan Chand, 1999
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