

Quality of Work Life and its Impact on Employees' Satisfaction in Cement Industry of Rajasthan

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Abstract

This research paper touches the present scenario of quality of work life practices and its impression on employees' satisfaction in the cement industry of Rajasthan. The objective of the study is to determine the various factors influencing the quality of work life, to measure the level of satisfaction and suggestions to improve the quality of work life. For the motive of the study, data was collected from employees serving in selected cement companies viz. ACC, Ambuja, JK, Ultra Tech and Wonder Cement with the help of a structured questionnaire. The research study is descriptive in nature and convenience sampling technique was applied to select the sample. The sample size is 500 respondents.

Keywords: Quality of Work, Employee Satisfaction, Cement Industry, Human Resource Management, Work Environment.

Introduction

Globalization of the Indian economy and the competitive environment demands new work culture, high levels of commitment to job and organizational goals amid employees. Quality of work life plays a significant role in the development of jobs and working conditions that are excellent for employees as well as economic health of organisation QWL designate "The quality of association between the employees and the total working environment". QWL is bothered with the overall climate of work and the impact on work and people as well as on organization. Nadler & Lawler (1983) describe QWL as a "way of thinking" for examining the effect of work on employees and organization effectiveness. Furthermore, they identified key variables of QWL, such as individual task, organizational factors, environment, tools and technology, and assessed their complex interrelationships. The quality of work life is related to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which work is normally viewed and outlined.

Research Objectives

The research is based upon the following objectives:

1. To determine the impact of quality of work life on employee satisfaction in cement industry of Rajasthan.
2. To provide suggestion for improvement in practices regarding quality of work life in cement industry of Rajasthan.

Review of Literature

Connell & Hannif (2009) reported three factors - (i) Job content; (ii) Working hours and work-life balance; and (iii) Managerial/supervisory style and strategies. They believe key concepts tend to co nsider job security, reward systems, pay and opportunity for growth among other factors. Measures of Quality of Work Life according to Adhikari & Gautam (2010) are: adequate pay and benefits, job security, safe and healthy working condition, meaningful job and independence in the job. Measures of Quality of Work Life include- (1) increased worker involvement, participation and power, (2) Increased emphasis laid on employee skill development, (3) Increased autonomy for action and decision making at worker level and (4) Reduced status distinctions among levels in the hierarchy. Hamid Zare, Zolfa Haghgooyan , Zahra Karimi Asl (2012) undertook a study on quality of work life to establish its dimensions Library method was used to accumulate information on theoretical basics, literature and to identify aspects and scales. Field study method was used to collect information via questionnaires distributed among 30 experts. The data so collected was analyzed using Analytical hierarchy process (AHP); it is found that QWL can be explained by four factors as given under- 1 Work life balance- Fair working hours, work atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages, Distance between workplace and home. 2 Social factors- The importance of work in the society, social integration in organization, Social networks in work, respecting employees, Self-esteem feeling in the organization, Good colleagues. 3 Economic factors - Salary, Health service, Insurance, Retirement, Job security. 4 Job content- Team working, independence, meaningful work, rich and challenging work, ownership feeling in work, the need for creativity in work, growth opportunity. Hasan, Chowdhury and Alam (2008) specified that faculty turnover has a vital effect on the ultimate education system. It is accepted that the organization with better human resources practices and techniques can lead to a high QWL for the employees, which ultimately declines the intention of leaving the jobs. Employees who provided a high QWL, gives better quality and effective results (Janes & Wisnom 2010).

Mohammadi, H. & Shahrabi, M.53 (2013) conducted a study on the relationship between quality of work life and job satisfaction. The study has indicated that different working components have significantly influenced on job satisfaction. While many believe that raising

wages is the only way to increase people's job satisfaction, the results of this survey indicated that there are other low-cost actions, which could increase employees' job satisfaction. For instance, participatory management is among important actions, which has no financial burden but it could increase employees' motivation to become more interested in their jobs.

The objective of the study conducted by Karaie sh et.al (2014) was to examine the relationship between the QWL, job stress, job satisfaction and citizenship behavior amid the staff of Oshnaviyeh hospital. For the purpose of achieving the research objectives 158 staff were elected on the basis of random sampling method. To collect the primary data, Walton's QWL scale, job stress, job satisfaction and citizenship behavior questionnaires were employed. Pearson's correlation, T test, regression, path analysis were put to use for data analysis and results showed 17 that, there is a significant positive relationship between QWL, job stress, job satisfaction and citizenship behavior and authors noticed that, there is an inverse correlation between job stress and QWL.

The purpose of the study conducted by Battu. N and Pothuraju (2015) was to investigate the impact of quality of work life in insurance industry with reference to LIC and MNYL companies. The effect of each determinant of quality of work life was carefully examined. A cross-sectional survey was utilized to collect data from 200 employees in public and private insurance companies in Guntur district of Andhra Pradesh. Correlation analysis displayed a positive relationship among all categories of quality of work life. Working conditions, human relations, compensation and benefits, stress management, work life balance and employee empowerment are the most significant factors which expands job satisfaction level of employees.

The objective of the paper by Mehta et.al (2016) was to understand the practices embrace by various global and Indian companies to catch their employees, in order to retain talent and uphold their competitive advantage. The first part of the research limelight's on employee engagement practices amid global companies and second part of the paper highlights the ones acquired by Indian companies. The study concludes that there is a strong relationship between employee's customer service level and their engagement level. 84% of the highly engaged employees are confident that they can positively contribute in upgrading the products and services. The authors spotlights that many organizations are nowadays showing up with innovative monetary and non-monetary ways of sustaining their staff engaged all throughout the year.

Research Methodology

The research study is descriptive in nature and convenience sampling technique was applied to select the sample. A total of 500 questionnaires were administered to the employees of ACC, Ambuja, JK, Ultra Tech and Wonder (in combination of). Managers and Others staff are evaluated as respondents in the current study. Primary data was collected with the help of Self Designed Questionnaire and Secondary data has been assembled from various Literature Books, Journals, Magazines, Articles and surfing the Internet. The data analysis techniques used were Annova, Correlation and Regression. Histogram, graphs and charts help to analyze the collected data in a proper and desired way.

Data Analysis and Interpretation

The relationship between Quality of Work Life and Employee Satisfaction is measured by their individual dimensions stated in the instrument. Quality of Work Life (Score-QL) is measured by the cumulative responses of employees about the Employee's Health, Welfare and Safety Measures, Communication, Rules, regulations, Policies and Management Style, Physical Workspace, Involvement in Decision making regarding Organizational Community. Employees Satisfaction (Score-ES) is measured by the responses of Employees about the Appreciation, Creativeness and Freedom of Work, Sense of Accomplishment, Skills and Abilities, Participation in Decision Making, Positive Reinforcement, and Enthusiasm.

Here, the Employees Satisfaction (Score-ES) is taken as dependent variable and Quality of Work Life (Score-QL) is taken as independent variable. The relationship between these two is measured through Multiple Linear Regression with suitable assumptions of Linearity, and Multi collinearity.

Descriptive Statistics

	Mean	Std. Deviation	N
Score-ES	4.05	.417	500
Score-QL	3.83	.759	500

Correlations

		Score-ES	Score-QL
Pearson Correlation	Score-ES	1.000	.802
	Score-QL	.802	1.000
Sig. (1-tailed)	Score-ES	.	.000
	Score-QL	.000	.
N	Score-ES	500	500
	Score-QL	500	500

Correlation between quality of work life and employee satisfaction is .802 which indicates that quality of work life has a positive and high impact on employee satisfaction.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.802 ^a	.643	.642	.249	.643	897.396

Model Summary^b

Model	Change Statistics		
	df1	df2	Sig. F Change
1	1 ^a	498	.000

a. Predictors: (Constant), Score-QL

b. Dependent Variable: Score-ES

The above Table 4.3.32 of Model Summary is providing the information such as R, R², adjusted R², R² change, standard error and change statistics of the estimate while fitting the regression line between Employees Satisfaction (Score-ES) and Quality of Work Life (Score-QL). As illustrated in the table, 64.3% of the total variance in the Quality of Work Life (Score-QL) is explained by the regression model. Here, R explains the correlation between the observed and expected values of Quality of Work Life (Score-QL) and Employees Satisfaction (Score-ES). The standard error of the estimate measures the dispersion of the Quality of Work Life (Score-QL) and Employees Satisfaction (Score-ES) around their means which is 0.249.

Conclusion

The hypothesis based on the relationship between Quality of Work Life and Employee Satisfaction is tested through Linear Regression with the suitable assumptions of Linearity and Multicollinearity. There is a positive correlation among the scores of Quality of Work Life (Score_QL) and Employee Satisfaction (Score_ES) of 0.802 which was significant at 0.05 levels. In the regression model score of Quality of Work Life (Score_QL) is taken as Independent Variable whereas the score of Employee Satisfaction (Score_ES) is Dependent Variable. The value of R² is 64.3% that was significant at 95% level of confidence with the significant value of 0.000 in the ANOVA table. Hence the null hypothesis that the Employees satisfaction is not affected by Quality of Work Life in Selected Cement industrial units in Rajasthan is rejected and alternate hypothesis is accepted.

An equation is developed through the un-standardized beta coefficient for the scores of Quality of Work Life (Score_QL) and Employee Satisfaction.

Employee Satisfaction = 2.358 + .441(Quality of Work Life)

Employee Satisfaction when Quality of Work Life is measured on five point Likert Scale. The plots generated during fitting the regression line are Scatter Plot and Residual Plot which are showing linearity and denying multicollinearity.

Suggestions

- Decentralization. Power should be disseminated at all levels of organization. Employees at a particular level in hierarchy should be given decision making power with some limitation.
- Span of control should be less. Subordinates should be allotted at the discretion of one's leadership skills.
- The companies should dispense additional facilities like vegetable shops, provision stores, medical stores, transport facilities in the vicinity.
- The survey should be conducted among the employees on timely basis to know their satisfaction with the current practices and line managers should dig their hands in the process of designing or modifying the HRM practices.
- Employees should have given flexible timings. Research shows that frequent regular breaks from work, particularly avoidance of working on weekends, would ease the counselors' sense of entrapment in work.
- As far as the leadership is concerned it should be supportive and participative. Leaders should take initiative to motivate the employees and encourage them to emerge with new ideas.
- Meditation Programs of Samarpan Meditation and Art of Living course should be conducted in organisation to improve the mental health and reduce the stress burden among the employees.

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