A study on the Quality of Work Life of Employees working in Manufacturing Industries

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Abstract— **The Origin of Quality of work life (QWL) dates back to industrial revolution, when higher productivity was stressed to such a scale that workers were treated as machines or one can say that human factor was totally snubbed. But gradually the practices adopted to improve the QWL prospered. Considering a hypothesized situation an attempt is made to measure the Quality of Work Life of employees through its dimensions with respect to few demographic variables. From this piece of research, it is evident that the QWL of employee working in manufacturing industries is considerably appreciable**

Index Terms— **Quality of Work Life (QWL), Feedback (FB) and Employee Participation (EP)**

I. INTRODUCTION

Quality of Work Life was originally introduced in the late 1960's as a way of focusing on the influences of experience. The monitoring of employees' views about the quality of their work and the quality of their work life helps the employers get an impression of where improvements in an organization can be made. There are different objectives for different organizations, but the superseding elements seem to be, the impact of work on the employee, worker participation in problem solving and decision-making and a configuration which rewards an employee for input into the work process. [1] The management in every organization should sincerely invite their employees to suggest ways to improve organizational performance, appreciate and adopt employee's constructive ideas. [2] Hence, QWL seeks to create such a work environment where the employees work accommodatingly and make optimistic contribution in realizing organizational objectives. [3]

II. BACKGROUND

According to Hackman and Oldham (1976) [4] psychological or inner growth needs as pertinent to the deliberation of Quality of working life. Such needs are recognized as Skill variety, Task Identity, Task significance, and Autonomy and Feedback. Feedback refers to the degree to which carrying out the work activities required by the job results in the Individual's obtaining direct and clear information about the effectiveness of his or her performance.

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In other words, Feedback is the extent to which clear and precise information about the effectiveness of performance is conveyed to the individual who has performed a task. Organizations can benefit from employee feedback. [5]
According to Fred C., Feedback is the extent to which carrying out the work activities required by the job provides the individual with a roadmap and clear information about the efficiency of his or her performance. Employee participation authorizes employees when the management transfers some decision-making authority to the employees and when the management has confidence in their employees. Participation may be encouraged through a variety of means and the result is greater employee involvement and better organizational efficiency. When decision making authority is given to skilled employees, problems are fixed more quickly because employees can act fast and aren't required to seek permission for each decision they make. The end result is a more productive and efficient workplace. [6]

Main Thrust of the Paper

From the literature review it is obvious that there are a number of attributes of QWL. By adopting these dimensions or attributes of QWL, the condition of the employees can be described substantially. As stated above, not all the dimensions of QWL is considered for this study. Thus only two important dimensions are adopted, which are Feedback and Employee participation. The dimension Feedback is based on the attributes such as Trust, Employee-employer relationship and Means of feedback. On the other hand Employee participation is based upon Team work and Supervisory support. The target population are the employees working in manufacturing industries. In order to figure out the responses of the subjects, a research instrument is framed. The research instrument is a questionnaire which is framed to cover the above dimensions and validated. The reliability of the questionnaire is quantified by carrying out reliability analysis and the value of Cronbach Alpha by test and re-test method is found to be 0.75. The questionnaire also includes few important questions which covers the demographic variables, such as age, educational qualification, Experience and Designation.
The study emphasizes on finding the association between the demographic variables and the perceived dimensions of QWL. The respondents are directed to opine on every question pertinent on a five point Likert scale. In this piece of research, the demographic variable, Age is taken into consideration. Further the Age is categorized as Lower age group (LAG-21 to 30 years of age), Middle age group (MAG - 31 to 40 years of age) and Higher age group (HAG - 41 to 50 years of age).

Nevertheless the association and its strength between the demographic variable and dimensions of QWL is achieved by

performing Pearson's Chi-square test, Fishers exact test and Kendall's Tau B test. The null hypotheses for the dimensions Feedback and Employee participation are stated as follows;

H_{o1}: There is no significant difference among the three age groups studied as far as Feedback is concerned.
H_{o2}: Employee participation is strongly perceived among the LAG when compared to other age groups.

1. Descriptive Analysis

Feedback

Table1. Descriptive analysis for Feedback

Attribute	Count	Mean	Minimum	Maximum	Standard Deviation
Trust	196	3.55102	1	5	1.119729
Employee-employer relationship	196	3.556122	1	5	0.96179
Means of Feedback	196	3.255102	1	5	1.098355

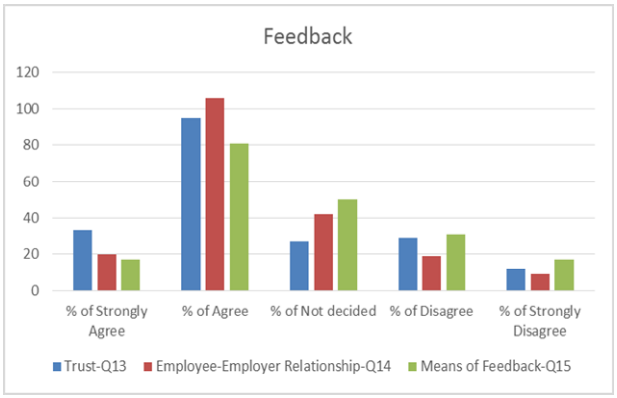

Figure 1. Percentage of response of dimension Feedback w.r.t Likert scale

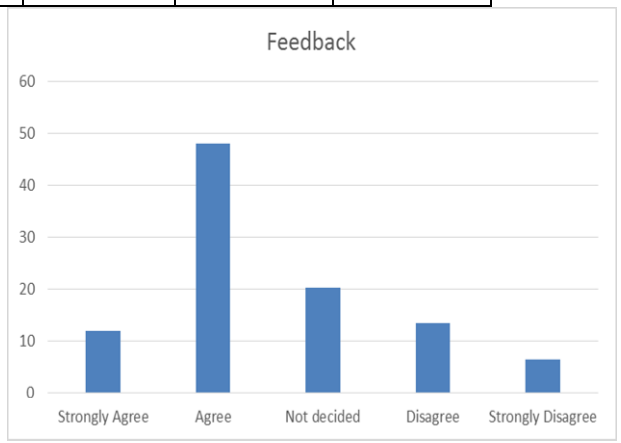

Figure 2. Agreement of respondent's w.r.t Feedback

2. Employee participation

Table 2. Descriptive analysis for Employee participation

Attribute	Count	Mean	Minimum	Maximum	Standard Deviation
Team work	196	3.6122	1	5	1.0241
Supervisory support	196	3.6275	1	5	1.0855

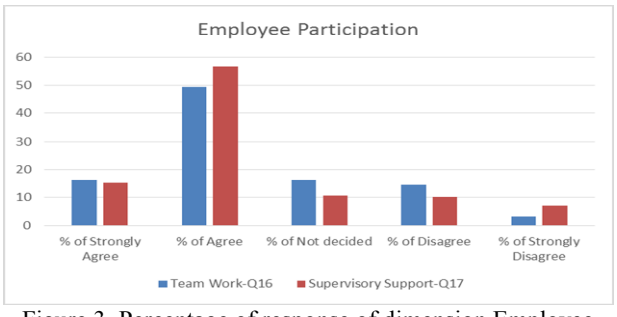

Figure 3. Percentage of response of dimension Employee participation w.r.t Likert scale

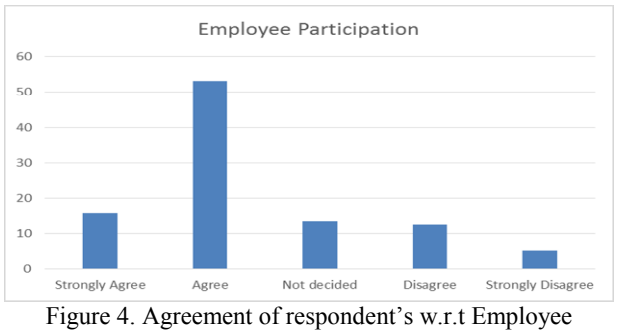

Figure 4. Agreement of respondent's w.r.t Employee participation

Table 3. Cross tabulation between Age and QWL dimensions

Sl. No.	Dimensions of QWL	Preferences	AGE								
			LAG			MAG			HAG		
			Count	Expected Count	% within Age	Count	Expected Count	% within Age	Count	Expected Count	% within Age
	Autonomy	SD	0	1.9	0.00	2	0.8	3.90	1	0.3	5.00
		D	12	10.8	9.60	5	4.4	9.80	0	1.7	0.00
		ND	51	49.7	40.80	20	20.3	39.20	7	8	35.00
		A	54	56.1	43.20	23	22.9	45.10	11	9	55.00
		SA	8	6.4	6.40	1	2.6	2.00	1	1	5.00
		Total	125	125	100.00	51	51	100.00	20	20	100.00
	Employee participation	SD	3	3.2	2.40	2	1.3	3.90	0	0.5	0.00
		D	6	6.4	4.80	3	2.6	5.90	1	1	5.00
		ND	26	30	20.80	13	12.2	25.50	8	4.8	40.00
		A	64	61.9	51.20	25	25.2	49.00	8	9.9	40.00
		SA	26	23.6	20.80	8	9.6	15.70	3	3.8	15.00
		Total	125	125	100.00	51	51	100.00	20	20	100.00

Table 4. Significance tests for dimensions of QWL w.r.t. Age

Sl.No.	Dimension	Significance tests for Age	Value	df	Asymp. Sig (2-sided)	Exact Sig (2-sided)
	Feedback	Pearson Chi-square	-	8	0.309	-
		Fisher's Exact Test	-	-	-	0.241
		Kendall's tau-b	-0.002	-	-	-
	Employee Participation	Pearson Chi-square	-	8	0.777	-
		Fisher's Exact Test	-	-	-	0.786
		Kendall's tau-b	-0.096	-	-	-

RESULTS

It can be observed from the Table.1 and Figures 1 & 2 that Trust, Employer-employee relationship and Means of feedback which are the attributes of the dimension Feedback have a mean of around 3.454 and standard deviation of 1.059, which indicates that there exists an a good amount of positive feedback among the employees.

When it comes to Team work and Supervisory support, which are the attributes of the dimension Employee participation, it is evident from Table.2 and Figures 3 & 4 that the mean is around 3.619 and the standard deviation is 1.05. This indicates that the employees of the selected manufacturing industries have a considerable amount of positive feedback about their organization and also has a substantial amount of employee participation.

Table 3 indicates the Expected and Observed values within among the Age groups and the two dimensions of QWL. Nevertheless Table 4 highlights the Pearson's Chi-square values for the dimensions Feedback and Employee participation as 0.309 and 0.777. As the value 0.309 is greater than the level of significance of 0.05, i.e., 0.309 > 0.05, the null hypothesis is accepted.

On the other hand as 0.777 > 0.05, the null hypothesis is accepted in the case of Employee participation.

Also from the Table 4 it can be seen that the Kendall's Tau B shows that there lies a negative association between the Age and the dimensions of QWL.

Nevertheless Fisher's Exact Test is also performed as 42% of the expected values have count less than 5.

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