

IMPACT OF WORK RELATED FACTORS ON QUALITY OF WORK LIFE OF EMPLOYEES IN SMALL SCALE INDUSTRIES IN DINDIGUL DISTRICT

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Abstract: Quality of Work Life (QWL) is recognized as the ultimate key to development among all the work systems. The QWL is concerned with improving the employee satisfaction, strengthening the infrastructure at the work place, learning and managing the emerging trends and transitions effectively and efficiently. The exploratory factor analysis shows that healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are the factors contributing to the employees' quality of work life in small scale industries. The regression analysis indicates that healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are having positive impact on quality of work life in small scale industries. To improve quality of work life is to first identify and then try to satisfy employees' important needs through their experience in their working environment.

Keywords: Small-Scale Industries, Exploratory Factor Analysis, Quality of Work Life, Regression.

INTRODUCTION

Quality of Work Life (QWL), a human resource strategy, is recognized as the ultimate key to development among all the work systems. The QWL is concerned with improving the employee satisfaction, strengthening the infrastructure at the work place, learning and managing the emerging trends and transitions effectively and efficiently (Wai and Thomas, 2007). One of the important strategies to improve the QWL is to create work rules that can help in maintaining an orderly atmosphere that is conducive for employees to work in. Work rules can help in improving the quality of work life by means of creating an atmosphere where employees are treated with dignity and respect (Elizur and Shye, 1990). These work rules also help in ensuring the proper conduct of the employees in a professional and secure manner, and encourage them to communicate openly with their employers (Hoque and Rahman, 1999).

QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on Labour management cooperation (Evans and Vernon, 2007). People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, and high involvement aimed at boosting the satisfaction and productivity of workers (Kumar and Shanubhogue 1996). It requires employee commitment to the organization and an environment in which this commitment can flourish (Lewis, et. al., 2001). Thus, QWL is a comprehensive construct that includes an individual's job related wellbeing and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Rao and Mohan, 2008).

In the small scale industry the employees are the most important resources or assets. They endeavour to

provide excellent products, meet and execute customer expectations, achieve competitive advantage and exceptional organizational performance. So, human resources play a pivotal role among the various other resources which are required for ensuring the growth and development of this industry. The availability of skilled managerial and technical manpower in India will contribute considerably to the prosperity of the small scale industry in future. With this backdrop, the present study is attempted to study the impact of work related factors on quality of work life of employees in the small scale industries in Dindigul district.

STATEMENT OF PROBLEM

Quality of Work Life (QWL) is a comprehensive construct that includes an individual's job related wellbeing and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. The QWL has been increasing due to several factors. These include increase in education level and consequently job aspirations of employees, association of workers, significance of human resource management, widespread industrial unrest, growing of knowledge in human behavior and the like. The elements of QWL comprise health and wellbeing, job security, job satisfaction, competence development and the balance between works with non-work life.

A small scale industry contributes greatly to the country's economy. It is one of the major means to overcome unemployment. It leads to improvement in job satisfaction of the employees and contributes to the overall performance of the industries. The absence of QWL leads to the dissatisfaction in job, lack of motivation and moral. The reason to non-performance in small scale industries are many like lack of finance, technology, non-availability of skilled labor, turnover, absenteeism and the like but the hidden cause for all these troubles is one and only, "Quality of Work Life".

OBJECTIVES OF THE STUDY

The following are the specific objectives of the study.

- To identify the factors contributing to the

employees' quality of work life in small scale industries.

- To study the impact of work related factors on quality of work life of employees in small scale industries.

METHODOLOGY

Among the different districts in Tamil Nadu, Dindigul district has been purposively selected for the present study. Three hundred employees of small scale industrial units have been selected by adopting random sampling technique through pre-tested and structured questionnaire and the data and information pertain to the year 2013 - 2014. In order to understand the socio-economic profile of employees of small scale industrial units, frequency and percentage analysis are carried out. In order identify the work related factors contributing to the employees' quality of work life in small scale industries; explanatory factor analysis has been employed. In order to examine the impact of work related factors on quality of work life in small scale industries, multiple linear regressions has been applied.

RESULTS AND DISCUSSION

Socio-Economic Profile of Employees

The socio-economic profile of the employees of small scale industrial units was analyzed and the results are presented in **Table-1**. The results show that about 61.73 per cent of employees are males and the rest of 38.26 per cent of them are females. The results indicate that about 44.00 per cent of employees belong to the age group of 31-40 years followed by 21-30 years (36.95 per cent) and 41-50 years (18.69 per cent).

The results reveal that about 45.21 per cent of employees are educated up to secondary level followed by higher secondary (38.26 per cent), diploma (12.60 per cent) and under graduation (3.91 per cent). It is clear that about 63.04 per cent of employees are married and the rest of 36.95 per cent of them are unmarried. It is observed that about 64.78 per cent of employees are workers followed by supervisors (26.08 per cent) and managers (9.13 per cent).

Table 1 Socio-Economic Profile of the Employees

Socio-Economic Profile	Number of Respondents	Percentage
Gender		
Male	142	61.73
Female	88	38.26
Age Group		
21 - 30 years	85	36.95
31 - 40 years	102	44.34
41 - 50 years	43	18.69
Educational Qualification		
Secondary	104	45.21
Higher Secondary	88	38.26
Diploma	29	12.60
Under Graduation	9	3.91
Marital Status		
Married	145	63.04
Unmarried	85	36.95
Job Position		
Managers	21	9.13

Supervisors	60	26.08
Workers	149	64.78

FACTORS CONTRIBUTING TO THE EMPLOYEES' QUALITY OF WORK LIFE

In order to identify the factors contributing to the employees' quality of work life in small scale industries, exploratory factor analysis has been employed. The principal component method of factor analysis was carried out with Eigen values greater than one through varimax rotation and the results obtained through rotated component matrix are presented in **Table-2**. The results of Kaiser-Meyer-Olkin (KMO Test) measure of sampling adequacy (KMO = 0.542) and Bartlett's test of Sphericity (Chi-square Value = 0.0011; Significance = 0.000) indicates that the factor analysis method is appropriate.

There are five independent groups which are extracted accounting for a total of 70.12 per cent of variations on 24 variables. Each of the five factors contributes to 19.76 per cent, 16.80 per cent, 13.44 per cent, 10.32 per cent and 9.80 per cent respectively.

Table 2 Factors Contributing to the Employees' Quality of Work Life in Small Scale Industries

Factor	List of Item	Rotated Factor Loadings	Eigen Value	% of Variation	Name of the Factor
I	I am occupied with my work that I hardly spare time for my colleagues	0.78			
	My working conditions have risk of illness	-0.75			
	My industrial unit has a healthy environment	0.76			
	The working condition of my working place is conducive	0.77	1.98	19.76	Healthy and Safe Working Conditions
	The work environment places great emphasis on safety of individuals	-0.65			
	It is easy to get materials for efficient working	0.72			
	Employees are provided With proper working facilities	0.69			
	I am getting sufficient income from the work	0.62			
	My financial needs are fulfilled adequately	-0.60			

II	I will continue in the present job regardless of pay	0.65	1.62	16.80	Adequate and Fair Compensation	
	I am over compensated in my job	0.69				
	I feel happy with my chances for salary increment	0.63				
	Work done in improved ways received recognition	-0.73				
III	Opportunities are provided to learn worthwhile new skill / techniques	0.68	1.45	13.44	Growth and Development	
	The use of new technology is encouraged	-0.79				
	The industrial units facilitate the self improvement of the employees	0.72				
	Employees can get an opportunity to further develop their skill to do their job through training	0.70				
IV	The management facilitates career growth and self improvement of employees	0.60	1.12	10.32	Self Improvement and Job Security	
	I get opportunities to improve my Technical skills	0.63				
	My industrial unit provides job security	0.71				
	All the employees of the industrial unit have the sense of one community	0.62				
V	The employees of the industrial unit interact in terms of ideas and feelings	0.66	1.02	9.80	Social Integration	
	Working in a group is no problem	0.69				
	The management pays attention to The grievances of the employees	0.67				
	Cumulative % of Variation	-	-	70.12		-
	Cronbach's Alpha	-	-	-		0.82

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 10 iterations.

Factor - I: From the results, it is inferred that out of 24 attributes, seven variables have their high, relatively tightly grouped factor loadings on factor - I.

This factor consists of:

- I am occupied with my work that I hardly spare time for my colleagues (0.78)
- My working conditions have risk of illness (-0.75)
- My industrial unit has a healthy environment (0.76)
- The working condition of my working place is conducive (0.77)

- The work environment places great emphasis on safety of individuals (-0.65)
- It is easy to get materials for efficient working(0.72)
- Employees are provided with proper working facilities (0.69)

Hence, this factor is named as **“Healthy and Safe Working Conditions”**.

Factor - II: is formed with:

- I am getting sufficient income from the work (0.62)
- My financial needs are fulfilled adequately (-0.60)
- I will continue in the present job regardless of pay (0.65)
- I am over compensated in my job (0.69)
- I feel happy with my chances for salary increment (0.63)

These variables are named as **“Adequate and Fair Compensation”**

Factor - III: This factor includes:

- Work done in improved ways received recognition (-0.73)
- Opportunities are provided to learn worthwhile new skill / techniques (0.68)
- The use of new technology is encouraged (-0.79)
- The industrial units facilitate the self improvement of the employees (0.72)

These variables are named as **“Growth and Development”**

Factor - IV: This factor is formed with:

- Employees can get an opportunity to further develop their skill to do their job through training (0.70)
- The management facilitates career growth and self-improvement of employees (0.60)
- I get opportunities to improve my technical skills (0.63)
- My industrial unit provides job security (0.71)

This factor is named as **“Self Improvement and Job Security”** **Factor - V:** is formed with:

- All the employees of the industrial unit have the sense of one community (0.62)
- The employees of the industrial unit interact in terms of ideas and feelings (0.66)
- Working in a group is no problem (0.69)
- The management pays attention to the grievances of the employees (0.67)

These variables are named as **“Social Integration”**.

Cornbrash’s Alpha of the scale was 0.82 indicating that each measure demonstrated acceptable internal consistency. It is inferred that healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are the factors contributing to the employees’ quality of work life in small scale industries.

IMPACT OF WORK RELATED FACTORS ON QUALITY OF WORK LIFE OF EMPLOYEES IN SMALL SCALE INDUSTRIES

In order to study the impact of work related factors on quality of work life of employees in small scale industries, multiple linear regressions has been applied and the results are presented in **Table- 3**. The work related factors extracted through exploratory factor analysis are considered as independent variables and the quality of work life is considered as dependent variable.

Table3 Impact of Work Related Factors on Quality of Work Life of Employees in Small Scale Industries

Work Related Factors	Regression Co-efficients	t – Value	Sig.
Intercept	1.130**	3.562	.000
Healthy and Safe Working Conditions (X ₁)	.446**	3.754	.000
Adequate and Fair Compensation (X ₂)	.462**	3.810	.010
Growth and Development (X ₃)	.438**	3.762	.010
Self Improvement and Job Security (X ₄)	.424**	3.818	.000
Social Integration (X ₅)	.422**	3.746	.010
R ²	0.69	-	-
Adjusted R ²	0.67	-	-
F	9.764	-	0.00
N	300	-	-

Note: Significance at one per cent level

The results indicate that the coefficient of multiple determinations (R^2) is 0.69 and adjusted R^2 is 0.67 indicating the regression model is good fit. It is inferred that about 67.00 per cent of the variation in dependent variable (Quality of Work Life) is explained by the independent variables (Work Related Factors). The F-value of 9.764 is statistically significant at one per cent level indicating that the model is good fit.

The results show that healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are having positive impact on quality of work life in small scale industries at one per cent level of significance. Therefore, the null hypothesis of there is no significant impact of work related factors on quality of work life is rejected.

CONCLUSION

The present study reveals that majority of employees of small scale industries are males and most of them belong to the age group of 31-40 years. Majority of them are educated up to secondary level and majority of them are married and most of them are workers. The exploratory factor analysis shows that healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are the factors contributing to the employees' quality of work life in small scale industries. The regression analysis indicates that healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are having positive impact on quality of work life in small scale industries.

To improve quality of work life is first to identify and then try to satisfy employee's important needs through their experience in their working environment. Since the healthy and safe working environment is important for employees to work efficiently, the small scale industries should provide good and safe working conditions for

employees and proved the necessary working facilities to them.

The small scale industrial units must ensure that employees are getting sufficient income and increment should be paid based on the performance of the employees and it will motivate them to perform well. The small scale industrial unit should provide opportunity to employees for learning new techniques and also for knowledge development. Besides, employees should be encouraged to adopt modern and innovative methods to enhance the productivity. The small scale industrial units allow employees to interact in terms of ideas and feelings with others and management should pay attention to the grievances of the employees in order to create a smooth and conducive climate to increase the work efficiency.

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