

QUALITY OF WORK LIFE OF EMPLOYEES AND ITS IMPACT ON JOB SATISFACTION WITH SPECIAL REFERENCE TO SPINNING MILLS IN DINDIGUL

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Abstract

QWL refers to the extent to which the members of an organization find the work environment conducive. It is concerned with improving labour-management co-operation to solve many organizational problems, achieving the desired level of performance and securing greater employee satisfaction. In general terms, Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for people. It refers to the quality of relationship between employees and the total working environment. These measures will affect the job satisfaction. Industries are expected to maintain high QWL in order to maintain high level of employee performance. This study is an attempt to investigate the extent to which the QWL among the employees of spinning mills in Dindigul influence the job satisfaction.

Introduction

“QWL is the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization”-J.Richard and J. Loy. QWL leads to physically and psychologically healthier employees with positive feelings

Quality of work life (QWL) and employee job satisfaction are increasingly being identified as progressive indicators related to the function and sustainability of hospitals. The rising complexity of the competitive business world and the cumbersome process of implementing effective social laws make ethics a suggested strategic factor in protecting hospitals from unwanted disasters (Beauchamp & Bowie, 2004; Carroll & Buchholtz, 2006;

Quality of work life

Ferrell, Fraedrich, & Ferrell, 2008). In parallel to the importance of ethics; QWL and job-related outcomes such as job satisfaction or job commitment have been issues associated with human resource (HR) and organizational development (OD) since the beginning of 1960s (Cummings & Worley, 2005; Leopold, 2005). Writings and research works in management, HR, and OD often link QWL and job-related outcomes to ethics, productivity, corporate social responsibility, or employee performance (Cascio, 1998; Cummings & Worley, 2005; Dess, Lumpkin, & Eisner, 2007; Lau & May, 1998; Leopold, 2005; Walker, 1992; Wheelan & Hunger, 2006; Yorks, 2005). Brenner (1992) suggested the explicit parts to be a code of ethics, policy manuals, employee training programs/materials, ethics seminars, management speeches, internal control systems, and ethics staff.

PVL. Raju(2004 Feb.) quality of work life. The human implications (a life without career success and professional fulfillment is an incomplete life). “A good fit between peoples personal and work roles can go a long way in resolving conflicts”. “A well directed empowerment process is critical for continuous improvement, quality, productivity, growth, and profits”.

C. P. John, says The constituents of labour work life included working hours, working conditions, safety, industrial health insurance, workmen’s compensation, provident funds, gratuity, pensions, protection against indebtedness, industrial housing, rest rooms, canteens, crèches, wash places, toilet facilities, lunches, cinemas, theatres, music, reading rooms, holiday rooms, workers’ education, co-operative stores, excursions, playgrounds, and scholarships and other help for education of employees’ children.

“Hradesky” (1995) said, the scope to use the employees knowledge and talents to the best advantage of the firm by instilling involvement and a sense of ownership in employees and thereby promote their productivity

Job Satisfaction

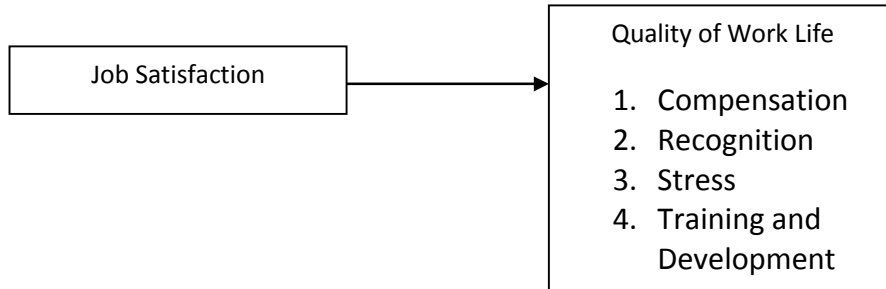
Bateman and Organ (1983) pointed out that “to the extent that job satisfaction, as was conventionally measured, reflects this positive affective state, it is more like that more satisfied persons display more of the pro-social, citizenship behaviors”.

Job satisfaction was assessed by seven items by Hackman and Oldham (1980). Job satisfaction was measured with the help of 33 variables by Shu et al., (2002). Traynor (1993) used several items to measure job satisfaction in residential aged care. Spector (1985) and Robie et al., (1998) used 12 variables to measure the job satisfaction. Kein (1998) used 9 measurements to measure the job satisfaction among the employees.

Objectives

- To find out the association between Job satisfaction and compensation of employees.
- To find out the association between Job satisfaction and stress of employees.
- To find out the association between Job satisfaction level of employees and Recognition
- To find out the association between Job satisfaction of the employee and opinion about Training and Development
- To find out the association between Job satisfaction of the employee and Job security

Proposed Research Model



Correlations

This test can be used to find out the association between Job satisfaction and compensation of employees.

Correlations

		Job satisfaction	compensation
opinion about the rest rooms	Pearson Correlation	1	.723(**)
	Sig. (2-tailed)		.000
	N	200	200
overall satisfaction level of employees	Pearson Correlation	.723(**)	1
	Sig. (2-tailed)	.000	
	N	200	200

**Correlation is significant at the 0.01 level (2-tailed).

This test can be used to find out the association between Job satisfaction and stress of employees.

Correlations

		Job Satisfaction level of Employees	Stress of Employees
overall satisfaction level of employees	Pearson Correlation	1	.870(**)
	Sig. (2-tailed)		.000
	N	200	200
opinion about the satisfied level of salary	Pearson Correlation	.870(**)	1
	Sig. (2-tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed).

This test can be used to find out the association between Job satisfaction level of employees and Recognition

Correlations

		Job satisfaction	Recognition
opinion about the satisfied level of salary	Pearson Correlation	1	.793(**)
	Sig. (2-tailed)		.000
	N	200	200
opinion about the convenient work shifts	Pearson Correlation	.793(**)	1
	Sig. (2-tailed)	.000	
	N	200	200

** Correlation is significant at the 0.01 level (2-tailed).

Chi-Square Tests

Experience of the employee and opinion about the work hours

H₀: There is no association between Job satisfaction of the employee and opinion about Training and Development.

H₁: There is association between Job satisfaction of the employee and opinion about Training and Development.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	246.816(a)	12	.000
Likelihood Ratio	283.497	12	.000
Linear-by-Linear Association	140.929	1	.000
N of Valid Cases	200		

8 cells (40.0%) have expected count less than 5. The minimum expected count is 2.20.

Chi Square Tests

Experience of the employee and salary of the respondents

H₀: There is no association between Job satisfaction and Job security of the respondents.

H₁: There is association between Job satisfaction of the employee and Job security

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	277.049(a)	9	.000
Likelihood Ratio	306.249	9	.000
Linear-by-Linear Association	132.863	1	.000
N of Valid Cases	200		

0 cells (.0%) have expected count less than 5. The minimum expected count is 8.36.

Findings

- There is high correlation between Job satisfaction and compensation of employees
- There is high correlation between stress of employees and Job satisfaction of employees.
- There is high correlation between Recognition and Job satisfaction of employees.
- From the above table it is inferred that P value is less than 0.05. So reject null Hypothesis. Hence there exists an association between Job satisfaction of the employee and opinion about Training and Development.
- From the above table it is inferred that P value is less than 0.05. So reject null Hypothesis. Hence there exists an association between Job satisfaction of the employee and Job security.

Measures to Improve Qwl

Compensation has always been an important determinant of job satisfaction. Various factors such as the credentials of the employee, the ability of the employer to pay, the cost of living index, tax rates etc. must be taken into consideration in determining the pay. Stability of employment depends to a large extent on the willingness and ability of the employee to update his work knowledge and skill in tune with the demands of the employer. An employee who is unable to cope with work pressure undergoes stress. Certain amount of stress is essential for performance. Excessive stress may be detrimental to the mental and physical health of the employee and may adversely affect performance. The employer, therefore, must do his mite to help the employee, undergoing stress, to come out of it. Counseling may provide relief in most cases. It is necessary to educate the employees on health problems. The employee health program may cover such aspect as highlighting the evil effects of drinking and smoking that are widely prevalent among the working class.

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