A Study on the Quality of Work Life among Employees with Special
Reference to Instrumentation Ltd, Kanjikode, Palakkad

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Introduction

The traditional approach to human resources development is through training of employees. People develop not only through training but also through the way the organization works. QWL is a large step forward from the traditional job design of scientific management which focused solely on specialization and efficiency for the performance of narrow tasks, adopting division of labour, rigid hierarchy, and standardization of labour to reach its objective of efficiency. The idea was to reduce cost by using unskilled, repetitive labour that could be trained easily to do a small part of the job. Job performance was controlled by a large hierarchy that strictly enforced the best way of work as defined by technical experts.

The classical design gave inadequate attention to quality of work life, leading to development of many difficulties. There was excessive division of labour and overdependence on rules, procedures and hierarchy. Specialized workers become socially isolated from their fellow workers because their highly specialized work weakened their community of interest in the work. Many workers were so deskilled that they lost pride in their work. The result was higher turnover and absenteeism. Quality declined and workers became alienated. Conflict arose as workers tried to improve their conditions. Management responded to the situation by tightening controls, increasing supervision and organizing more rigidly. These actions were expected to improve the situation but actually they made situation worse because they further dehumanized the work.

A factor contributing to the problem was that the workers themselves were changing. They are more educated, more affluent and more independent. They begin reaching for higher-order needs, which is more than physiological needs. Classical design was best for poor and uneducated workers who lacked skills but was not appropriate for the new workforce. Design of jobs and organizations had failed to keep up with vast changes in workers’ aspirations and attitudes.
QWL produces more humanized jobs it seeks higher-order needs of workers as well as their basic needs. It seeks to bring out the higher skills of workers and provide an environment that encourages them to improve their skills. The basic assumption of humanized work is that it is most advantageous when it provides a “best fit” among workers, jobs, technology and the environment. This study is intended to know the quality of work life among employees Instrumentation Limited, Kanjikode, Palakkad.

**Company Profile**

Instrumentation Limited (better known as IL) is a Government of India Enterprise set up in 1964 with the prime objective of attaining self reliance in the field of control and Automation for process industry. Today IL is manufacturing and supplying state of the art control equipment on turnkey basis to various sectors of Industry viz. Power, Steel, Fertilizer, Chemical, Petrochemical, Refineries, pharmaceutical, Cement, Paper, Textile, Space, and Oil & Gas. IL has its registered and corporate office at Kota in state of Rajasthan. Manufacturing facilities are based at Kota and Palakkad in Kerala State. Flow elements, control value and actuators are manufactured at Palakkad plant and other items are manufactured at Kota plant. IL’s manufacturing facilities are accredited with ISO 9001:2008 certification. The marketing network is widely spread all over India having branch offices in major cities of Delhi, Chennai, Mumbai, Jaipur and Secunderabad and Regional offices at Vadodara, Kolkata and Bhilai for organizing installation and commissioning and related services. Site officers at many project sites are functioning under these regional offices. With over forty five years of experience and a competent and dedicated workforce, IL has mastered all complexities of control system requirement and can lead us through our project, from system design, detailed engineering, manufacturing, testing, system integration, installation, final commissioning to after sales service and customer training. IL has further diversified in the fields of power electronics, IT enables products & services, power Distribution and Transmission, off-shore Instrumentation, Security & surveillance system to have comprehensive range of product and services.

**Objectives of the Study**

1. To measure the effectiveness of quality of work life in Instrumentation Ltd, Kanjikode, Palakkad.
2. To study the various dimension of quality of work life in the organization.
3. To evaluate employees opinion about working conditions and welfare activities.
4. To find out the extent to which quality of work life program helps to increase quality and productivity of the organization.
5. To suggest various suitable measure for maintaining and improving quality of work life.

Scope of the Study

Works play a central role in the life of the worker engaged in a productive organization. It has an important impact: shaping his performance, determining his performance, commitment to fellow employees, commitment to the organization and society. The workers expect the needs like fair and reasonable pay favorable and safer environment, employment benefits, job security, job satisfaction and provision of autonomy as well as control for developing human resource system for better career opportunity to be fulfilled by their organization.

Sampling design

50 employees are selected through simple random sampling technique by using lottery method.

Data collection and methodology

This project relied on the responses from state members of instrumentation limited, Kanjikode as a primary data. To obtain this primary data a well structured questionnaire and interviewing with employees of HR department. In this study, secondary data were obtained from various sources like organization records, charts, websites, magazines, books etc. Statistical tool are used to analyze and interpret the collected data. The statistical tools used are Percentage analysis. Percentage of respondents = \( \frac{\text{No.of respondents}}{\text{total no.of respondents}} \times 100 \)

Limitations of the study

- The findings and interferences drawn out of the sample reflect only the existing trends in the organization.
Time constraint was a limiting factor.
There could be bias from the respondents.
Most of the employees were not willing to give some details.

**Review of Literature**

The term ‘quality of work life (QWL)’ has different meanings for different people. Some consider it industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvements in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Others view it as improving social relationships at workplace through autonomous workgroups. Finally, others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems.

In general terms, QWL refers to the favorable or unfavorable conditions of a job environment for people. It refers to the quality of relationship between employees and the total working environment. According to Harrison, QWL is the degree to which in an organization contributes to material and psychological well-being of its members.

One expert defines quality of working life as “a process of joint decision making, collaboration and building mutual respect between management and employees”. It is concerned with increasing labour management cooperatives to solve the problems of improving organizational performance and employee satisfaction. According to the American society of Training and Development, it is “a process of work organization which enables its members at all levels to activity participates in shaping the organization’s environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees”.
Analysis and Interpretation

A survey among 50 employees of Instrumentation Ltd is taken to analyse and interpret the quality of work life among employees with special reference to Instrumentation Ltd Kanjikode, Palakkad. The required information was collected from the respondents by way of questionnaire. The presentation of data is done through tables, bar charts and pie charts for effective presentation and understanding. Among 50 respondents, 60% of the employees are male and 40% of the employees are female. The study found out that 10% of the employees are in the age group of 20-29 yrs., 30% of them are between 30-39 years and 30% of them are in the age group of 40 yrs. & above.

Level of Satisfaction to Work in the Organization

![Pie Chart]

The diagram shows that among the 50 respondents, 60% of the respondents feel very extend to the level of satisfaction to work in the organization, 30% of them neither agreed nor disagreed with the statement and only 10% feel very limited to the level of satisfaction to work in the organization.

The study also found out that among the 50 respondents, 80% of the respondents have good opinion about healthy balance between work and personal life.20% of them not agreed with the statement. 80% of the employees agreed that the organization’s quality control officers are available to maintain quality, 14% not agreed and 6% have no response. Among the 50 respondents, 84% of them agreed that they get insurance facilities from the organization to ensure safety, 10% of them not agreed and 6% of them have no opinion. Among the 50
respondents, 64% of the respondents agree and 16% of them strongly agree that the employees get proper support and equipments from supervisors for completing their job, 10% them neither agreed nor disagreed with the statement and 6% of them disagreed and 4% of them strongly disagree.

Quality of Work Life Prevailing in Organization to Help for Increasing Productivity

![Quality of Work Life Prevailing in Organization to Help for Increasing Productivity](image)

The above bar diagram shows that among the 50 respondents, 32% strongly agreed that the quality of work life prevailing in organization helps for increasing productivity, 44% of them agree, 8% disagree with the statement, while 12% of the respondents have a neutral opinion and 4% strongly disagreed.

The analysis shows that Among the 50 respondents, 90% of them agreed that there is a satisfactory level of communication and information flow between the departments, 6% of them not agreed and 4% of them have no response. Among the 50 respondents, 94% of the respondents are satisfied with the working hours of the organization, 4% of them neither agreed nor disagreed with the statement and 2% of them dissatisfied with the statement. Among 50 respondents, 96% of the respondents are satisfied with their salary according to the performance, whereas 2% of them not agreed with the statement and 2% of them have no response to the statement.

Among the 50 respondents, 92% of the respondents have good opinion about superior subordinate relationships and 4% have no opinion about this statement where as 4% have no response. Among 50 respondents, 94% of the respondents are satisfied with their job and 4% of the employees have a neutral opinion, whereas 2% of them are dissatisfied. Among 50 respondents, 90% of employees very often participated in decision making and 6% of them
rarely involved in decision making and 4% of them not involving it. Among the 50 respondents 92% of the respondents felt that the company takes care of the employees in their working. Whereas 6% of them do not agree with this statement and 2% of them has no response.

**Relationship between Management and Employees**

The bar diagram shows that among the 50 respondents, 72% of them felt that relationship between management and employees is good and 18% of them felt that it was very good, whereas 4% of them have a neutral opinion.4% of them felt poor and 1% of them felt it was very poor.

**Findings**

- 60% of the employees stated that they feel proud to be a part of the organization to very great extent.
- A good percentage of employees agree that they can maintain a healthy balance between work and their personal life.
- Insurance facilities provided by the organization as a safety program are satisfactory to majority of the employees.
- Majority (80%) of the employees satisfied with the communication and information flow between the departments.
- Majority of the employees are very much comfortable and satisfied with the working hours of the organization.
96% of the employees felt that they have very good and satisfactory salary according to their work.

92% of the employees felt that they have a strong superior subordinate relationship in the organization.

Majority of the employees are very much comfortable and satisfied with their current job.

88% of the employees have stated that the organization treat them with dignity and respect.

Suggestions

- To avoid inadequate job performance or a decline in productivity management may provide more training to develop the employee knowledge.
- Company may take necessary measures to improve high quality tools and techniques.
- In order to release the stress of the employees, more recreational activities can be put forward.
- Company may take steps to improve the fringe benefits

Conclusion

Quality of work life is the degree to which members of an organization are able to satisfy their personal needs through their experiences in the organization. Its focus is to create a human work environment where employees work co-operatively and contribute to organizational objectives. Quality of working life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well being. We can see that through this study the quality of work life is much needed factor for the organization to achieve the goals. There for the company may take innovative steps for the improvement of quality of work life and to get maximum results.
Reference

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