THE EMPLOYEES' PERCEPTION ON QUALITY OF WORK LIFE IN SARAVANA SPINNING MILLS IN DHARMAPURI TOWN

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ABSTRACT

Quality of Work Life (QWL) is being used these days by organizations as a strategic tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employee's ˝ quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. QWL is "The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization" The aim of this study is to find out about the employee's perception on their work-life quality in Saravana Spinning Mills in Dharmapuri town. The mills are generally try to instill in employees the feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility. This study has taken an effort to identify the perception among the employees, opinion about co-worker, superior, grievance- handling, training programme, and health and safety measures adopted by the company.

Key words: Quality of Work Life, Perception and Employees.

I. INTRODUCTION

Quality of Work Life refers to those conditions and mechanism within the organizations that create positive and satisfying feelings among the employees. And the concept of employee satisfaction is more than simply providing people with the job and salary but also with a place where they feel accepted, wanted and appreciated. QWL programs go beyond work life progress by focusing attention less on employee needs outside the work and realizing that it is even more direct bearing on work satisfaction. Employers need to produce a quality product in an efficient manner, at the right cost, to make a profit. Employees need quality employment relations to produce a quality product in an efficient manner, at the right cost, to have a quality work life. Quality of work life is becoming an increasingly popular concept in recent times. It is about the method in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects.

II. STATEMENT OF THE PROBLEM

QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted co-operation and support to the management to improve productivity and work environment. It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, worker's abilities to perform in other life roles, such as citizen, spouse, and parent. That is, work should contribute to general social advancement.

III. REVIEW OF LITERATURE

Sabarirajan, T.Meharajan and B.Arun (2010) studied the various welfare measures and their impact on Quality of work life provided by the textile mills with reference to Salem. The authors indicated that welfare measures plays important role in employee satisfaction and it

results in improved quality of work life. The scope of labour welfare and quality of work life can be interpreted in different ways by different countries with varying stages of economic developments, political outlook and social philosophy. Sample size of 250 respondents were used for analysis the result of improved quality of work life among the employees their involvement in job gets increased and results in increased productivity of the organization. The statistical tools like chi square, ANOVA and percentage analyses were used for the study. It is found that the employees are highly benefited with the welfare measures provided by the mills. Majority of the employees are highly satisfied with the welfare measures provided by the mills.

Anupama and Nidhi (2013) established an empirical investigation in the relationship between the entrepreneurial behaviour of employees and organization culture in industry. The study is done on a sample of 350 managers belonging to software industry. Variables in the study are assessed through descriptive statistics, Pearson product moment correlations and linear regression analysis. The result of the study indicates that there is positive and significant relationship between culture and Entrepreneurship in software industry.

IV. OBJECTIVES OF THE STUDY

1. To study the personal profile of employees in the study domain
2. To identify the factors motivating workers to work in Saravana spinning mills.

V. SCOPE OF THE STUDY

The study is primarily undertaken with a view to examine the employees' perception of employees on quality of work life in Saravana spinning mills in Dharmapuri town. This study confines itself to Dharmapuri Town only. This study proposes to identify the factors motivating workers to work in Saravana spinning mills. This study also analyses the working condition levels in the organization. This study further examines the level of satisfaction of employees on quality of work life in Saravana spinning mills. This study also intends to analyse level of agreeability on quality of work life factors needed to be improved in this organisation.

VI. RESEARCH METHODOLOGY

This study is an empirical research based on survey method. The present study is confined to Saravana spinning mills, Dharmapuri Town of Tamil Nadu. Saravana spinning mills has been purposively chosen for the study. The population of the research study consists of all the employees working in Saravana spinning mills in Dharmapuri Town. Out of 160 employees working in the organisation, it was decided to select 100 respondents as samples based on convenience. As the list of FMCG buyers could not be obtained, the method of sampling used for selecting sample respondents for the study is non-probability convenience sampling method. The sample size selected for the study is 100 respondents.

VII. COLLECTION OF DATA

For the purpose of the research study, both primary and secondary data have been used. Required primary data have been collected from the investors with the pre-tested, well structured and non-disguised Questionnaire. The secondary data relating to the theoretical portions have been collected from various books, journals, magazines, working papers, newspapers and websites.

VIII. ALAYSIS AND INTREPRETATION OF DATA

Table 1

Average Satisfaction Score of the Employees and Workers on Quality of Work Life Regarding Work Environment in Saravana Spinning Mills Based on Age

Age	Mean	N	Std. Deviation	% of Total N
Upto 25 years	23.29	51	6.366	51.0%
26 to 35 years	23.04	28	4.493	28.0%
36- 50 years	22.00	16	5.379	16.0%
Above 50 years	22.80	5	5.119	5.0%
Total	22.99	100	5.624	100.0%

Table 1exhibits that the average satisfaction score of the employees and workers belong to the age group of Upto 25 years (23.29) is higher than that of age group of 26 to 35 years (23.04), Above 50 years (22.80) and 36- 50 years (22.00).

Table 1.1

Age and Average Satisfaction Score of the Employees and Workers on Quality of Work Life Regarding Work Environment in Saravana Spinning Mills: ANOVA 'F' test

Particulars	Sum of Squares	df	Mean Square	F	p value
Between Groups	20.637	3	6.879	.212	.888
Within Groups	3110.353	96	32.400		
Total	3130.990	99			

From Table 3.3, it is found that p value (.888) is higher than the value of 0.05 at 5% Level of Significance. Hence, the hypothesis is accepted and it is concluded that the average satisfaction score of the four groups of employees and workers classified on the basis of age is the same. There is a no significant difference exists between the four age groups of the employees and workers and their satisfaction scores on quality of work life regarding work environment.

Table 1.2

Age and Average Satisfaction Score of the Employees and Workers on Quality of Work Life Regarding Work Environment in Saravana Spinning Mills - Eta Coefficient

Particulars	Eta	Eta Squared
Average Satisfaction Score of the Employees and Workers on Quality of Work Life Regarding Work Environment * Age of the Employees and Workers	.081	.007

Table 3.4 exhibits the Eta Squared value of 0.007 which proves that the effect size is small i.e., 0.7% variation in dependent variable 'Average Satisfaction Score of the Employees and Workers on Quality of Work Life Regarding Work Environment' is explained by the independent variable Age.

Factors Motivating Workers to Work in Saravana Spinning Mills and Working Condition Levels in the Organization– Factor Analysis

The factors motivating workers to work in Saravana spinning mills are described here with the help of factor analysis. In order to explore the possibility of applying factor analysis to the data in hand, the inter-correlation matrix was first calculated by using Bartlett's test of Sphericity and Kaiser-Meyer-Olkin measure of sampling adequacy (KMO).

Factor Analysis technique has been applied to find the underlying dimensions (factors) that exists in the original variables. Table 1 shows the findings of KMO and Bartlett's test.

Table 2:
Factors Motivating Workers to Work in Saravana Spinning Mills - KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.787
Bartlett's Test of Sphericity	**Approx. Chi-square**	796.869
	Df	136
	Sig.	.000

Table 2 reveals that the calculated value of Kaiser-Meyer-Olkin measure of sampling adequacy is 0.787. It suggests that the factors extracted account for a substantial amount of variance. As this value is greater than 0.5, it has been decided to apply the factor analysis. KMO test yields a result of 0.787 which states that factor analysis can be carried out appropriately for these 17 variables which are taken for the study. The result of the test shows that with the significant value of .000 there is a significant relationship regarding the variables chosen. Furthermore, Bartlett's test of sphericity also suggests that the inter-correlation matrix is factorable and factor analysis can be applied to the current data as the correlation between different items is also statistically significant ($p<0.01$).

IX. PRINCIPAL COMPONENT ANALYSIS

Principal component analysis was a factor model in which the factors are based on the total variance. Another concept in factor analysis is the rotation of factors. There are various factors motivating workers to work in Saravana spinning mills. These ranges of factors begin with 1 to 5. Based on the review of previous studies and a detailed discussion with the workers all the relevant variables are included in the study. Seventeen variables are generated for measuring the factors motivating workers to work in Saravana spinning mills on a Likert's 5 point scale.

The four factors extracted together account for 62.64 per cent of the total variance (information contained in the original seventeen variables). This is pretty good, because it is easy to economize on the number of variables (from 17 it has been reduced to 4 underlying factors), while there is a loss only about 37.36 per cent of the information content (62.64 per cent is retained by the 4 factors extracted out of the 17 original variables).

Table 2.1
**Factors Motivating Workers to Work in Saravana Spinning Mills -Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Component 1	6.043	35.546	35.546	6.043	35.546	35.546
Component 2	2.190	12.885	48.431	2.190	12.885	48.431
Component 3	1.313	7.724	56.155	1.313	7.724	56.155
Component 4	1.102	6.480	62.635	1.102	6.480	62.635
Component 5	.955	5.618	68.253			
Component 6	.900	5.294	73.547			
Component 7	.774	4.555	78.102			
Component 8	.628	3.697	81.799			
Component 9	.576	3.391	85.189			
Component 10	.532	3.131	88.320			
Component 11	.476	2.801	91.121			
Component 12	.415	2.439	93.560			
Component 13	.369	2.171	95.730			
Component 14	.230	1.352	97.082			
Component 15	.191	1.126	98.208			
Component 16	.165	0.971	99.178			
Component 17	.140	0.822	100.000			

Extraction Method: Principal Component Analysis.

The following figure gives the screen plot for the 17 variables taken for the study.

Chart 1

- Screen Plot Showing Factors Motivating Workers to Work in Saravana Spinning Mills

Scree Plot
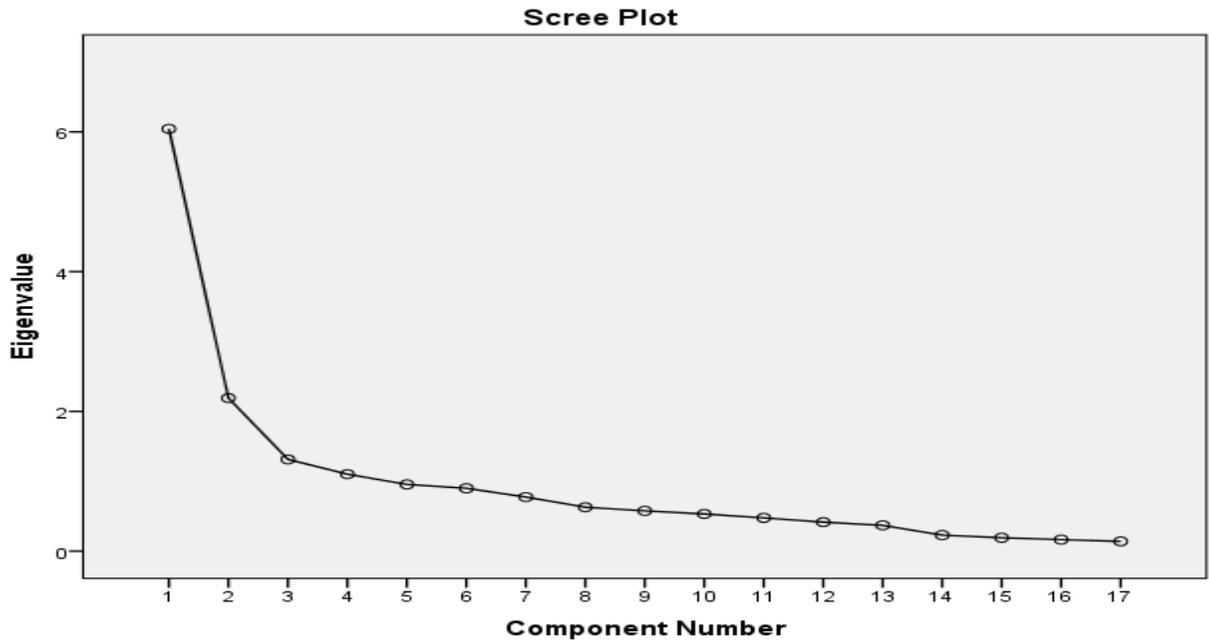
X. ROTATED COMPONENT MATRIX

Since the idea of factor analysis is to identify the factors that meaningfully summarize the sets of closely related variables, the rotation phase of the factor analysis attempts to transfer initial matrix into one that is easier to interpret. The rotated component matrix is used to assign variables to factors and to interpret factors. This matrix should be viewed column wise for each column (factor) the variables which have high (close to 1) loading should be identified and a combined meaning for the factor found. This leads to a phrase which is the name given to the factor. The scores of the variable leading to factors motivating workers to work in Saravana spinning mills have been included for the factor analysis. Varimax rotation method is used to extract meaningful factors. The rotated component matrixes for the influencing variables are given in Table 2.2.

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Table 2.2

Factors Motivating Workers to Work in Saravana Spinning Mills -Rotated Component Matrix

Factors	Component			
	1	2	3	4
Good organization culture and climate	**.827**	-.161	.045	-.158
Infrastructure resources and welfare facilities	**.810**	.003	.116	-.195
Image of organization	**.749**	-.206	.077	.074
Opportunity to use and develop human capacity through training	**.723**	-.123	.089	.051
Physical work environment	**.707**	-.299	.273	.026
Autonomy of work	**.703**	.016	-.157	.140
Human relations and social aspect of work life	.202	**.712**	-.168	-.177
Reward and penalty system	.378	**.677**	.076	.219
Equity, justice and grievance handling	.160	**.642**	-.323	.410
Less work load and job stress	-.380	**.571**	.300	.316
Opportunity for continued growth	.396	.108	**.662**	-.238
Job satisfaction and Job security	-.334	-.482	**.622**	-.055
Work and total life space	-.185	-.085	**.548**	-.066
Fringe benefits and welfare measures	-.518	-.420	**.547**	.160
Participation in decision making	-.486	.256	.198	**.591**
Adequate and fair compensation	-.218	.037	.468	**.580**
Communicates every new change	.001	-.017	.328	**.536**

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

XI. FINDINGS OF THE STUDY

It is found that the most important factors motivating workers to work in Saravana spinning mills are 'Good organization culture and climate' 'Infrastructure resources and welfare facilities', 'Image of organization', 'Opportunity to use and develop human capacity through training', 'Human relations and social aspect of work life', 'Physical work environment', 'Autonomy of work', 'Reward and penalty system', 'Opportunity for continued growth', and 'Equity, justice and grievance handling' as the correlation coefficients are very high for these variables. It is found that the most important factors motivating workers to work in Saravana spinning mills are Organisational Strength & Quality and Organisational Treatment as their Eigen values are higher. The Organisational Strength & Quality factor consists of 6 variables with the variation explained of 35.546 per cent. The Organisational Treatment consists of 4

variables and explains the factors motivating workers to work to the extent of 12.885 per cent. The third and fourth are Growth Satisfaction & Benefits and Inclusiveness as their respective Eigen values are higher. The per cent of variation explained by these three factors are 7.724 and 6.480 respectively.

XII. CONCLUSION

To reach the quality of work life mostly depends upon making regular attempts from an organization, which provides their employees with more opportunities so that they can be more effective in their organization. Quality in an organization is defined as an advantage, as a value, as determination of conformity and as meeting customer's expectations. Based on the findings of the study, few valuable suggestions have been offered. If these are properly implemented by the FMCG companies they would get more sales and profit and improved consumer satisfaction in the study area.

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