



# EMPLOYEE'S ATTITUDE TOWARDS QUALITY OF WORK LIFE

**Reshma S**

*Assistant Professor, Department of Commerce, Gopalan College of Commerce, Bangalore, Karnataka*

Article DOI: <https://doi.org/10.36713/epra13743>

DOI No: 10.36713/epra13743

## ABSTRACT

*Life is a mixture which contains all the strands together. A person should have both love and work in life to make it more happy and healthy. Work is an important part of everyone's day to day life. In a day, on an average everyone spent at least eight to ten hours for work which is a part of our entire life. Human values were given inadequate attention by traditional management. Earlier it was like the employees were used for physical and material needs. The aspect of "QWL" was first introduced by Davis in 1970's. In 1972 the first International Conference on QWL was held at Toronto. The concept was introduced for reducing employee turnover and employee well being on the services offered by them. Quality of work life refers to the level of satisfaction or dissatisfaction of a job environment for the employees working in an organization. The study attempted to enumerate the satisfaction level of the employees in their current job environment at Apollo. With this information Apollo can strengthen the factors which provide better QWL. In short, the study helped the company to make the work place a pleasant and highly motivating one for employees.*

**KEYWORDS:** QWL, Employee attitude, Employee satisfaction, Motivation, Organisation

## INTRODUCTION

Humans are considered as the assets of an organization. Human resources play a very crucial role in success of every business organizations. Thus managing the human resource is the most important aspect of every organization. Among all the factors that lead to the management of the human resources, QWL is considered one of the important aspects. Quality of Work Life is basically a multidimensional idea and a manner of thinking rationally about humans and work structure and relations. (Hsu and Kernohan, 2006; Haas 1999). Organizations have to maintain skilled employees in order to sustain in the competitive market. Employees must be treated as an asset and not as a liability to the organization. It is possible only through the civilized job design process, known as Quality of Work Life.

Quality of work life is a belief, a set of principles, which holds that humans are the most important resource of the organization as they are reliable, responsible and have the ability of making valuable contribution and the employees should be treated with majesty and respect. Quality of work life ensures high productivity and greater job satisfaction by creating a culture of commitment towards work. Earlier, QWL concept was used only for the process of redesigning jobs, but nowadays the concept has changed by considering large interventions. Quality of work life refers to the level of satisfaction or dissatisfaction of a job environment for the employees working in an organization. QWL gives opportunities for the employees in decision making process. An organization should maintain high quality of work life in order to attract and retain employees. By improving the QWL, it will increase the level of satisfaction of employees which will result in various benefits for both employees and employers. Regular efforts are required by the organization which offer the employees more opportunities for their job effectiveness and overall effectiveness in order to achieve the Quality of Work Life.

Quality of work life (QWL) deal with employee dedication, self esteem and skills during a period of phase out, organization and rapid technological change acknowledging the achievement of missions and goals requiring high performing employees to address work life balance. The aspect "Quality of Work Life" was first introduced by Louis Davis in 1970's. In 1972 the first International Conference on QWL was held at Toronto. The concept was introduced for reducing employee turnover and employee well being on the services offered by them. The contribution of Maslow, Herzberg and McGregor in improving QWL cannot be compromised. Employees are regarded as the soft and precious things of an organization (Daud 2010). Many factors will influence the management of human resources. QWL ensures high productivity and greater job satisfaction by creating a culture of commitment towards work. Earlier, an idea about QWL was used only for the process of redesigning jobs, but nowadays the concept has changed by considering huge involvements. Work is an integral part of our daily life, be it our livelihood or career or business. On an average we spend



around twelve hours daily in the work place which is one third of our entire life; it does influence the overall quality of our life. This study covered the overall quality of work life of employees, i.e., their job satisfaction, work environment, working hours, work stress, their relation with their colleagues, work assignments, infrastructure provided etc.

## REVIEW OF LITERATURE

**Sathyanarayan and Somaseshakarappa (2006)** identify the job related dimensions of quality of work life viz., job challenge and meaning, job security and monetary were not significantly contributing to enhance organizational effectiveness in a private sector organizations whereas they do have a significant influence on organizational effectiveness in a public sector organization. They conclude that there was no significant difference between a public sector and a private sector in terms of QWL and organizational effectiveness.

**Saraji and Daraghi (2006)** in his study on “Study of quality of work life” state that in order to make continue and attract and retain employees a high quality of work life is essential for the organizations. The research aimed at providing awareness to employees about quality of work life on the positive and negative attitudes of Tehran University of Medical Sciences (TUMS) Hospitals. A cross-sectional, descriptive and analytical study was conducted among 98 employees by using questionnaire at 15 studied hospitals. To select nursing, supportive and paramedical groups as respondents a stratified random sampling technique was used. The research results showed that most of the employees were dissatisfied with the job environment, managers, safe and healthy working conditions and their work life balance. In this survey conducted the employees of TUMS hospital had a poor quality of work life.

**Joshi, J. Rama (2007)** in an article, “Quality of Work Life of Women Workers: Role of Trade Unions” discussed the quality of work life of women employees in the services and manufacturing (public) sectors in India. The study found that the level of satisfaction of women employees with quality of work life in their respective organizations was quite high despite the prevalence of average work life conditions. The study also found that trade unions play a positive and proactive role so as to improve the quality of work life of women employees.

“Organizational Behavior”, a book written by **Fred Luthans (2008)** described that Quality of work life doesn't prescribe to do a job technique only. In lieu, it is more concerned with the overall working atmosphere or culture in an organization. According to Fred Luthans, “quality of work life may be described as a concern about the effect of work on people and organizational effectiveness combined with an eminence on participation in problem solving and decision making”.

**Luciana, Bruno, Antonio and Luiz(2008)** indicated that regarding the quality of life in the laboral environment raised the development of various models of quality of work life. Among those, one of the most commonly used has been the model proposed by Walton. Although its utilization occurs in large scale, the Walton's QWL model may not be an appropriate instrument for populations with a low schooling level, once the non-understanding of the evaluation criteria may result in relapses answers. In this viewpoint, the objective of the present study is to suggest an adaptation from the Model of Walton, where the criteria were transcribed in the interrogative form, and the scale of answers were changed into a Likert scale with five options.

**Sarma (2009)** in his book, “Organizational Behaviour” stated that Quality of Work Life involves improving the working conditions and other internal and external aspects of work life. It includes the provision of good housing facilities and living facilities, recreational facilities, training and development of employees for overall development of human resources in the organization.

## OBJECTIVES

1. To understand the factors that affects Quality of Work Life.
2. To analyze the satisfaction of the employees in their current job environment.

## RESEARCH METHODOLOGY

In any research problem, the important criterion for meaningful analysis is designing a suitable methodology and selection of analytical tools. In methodology, researcher uses different methods for solving the given research problem. For solving the problem different types of methods are used from different sources. The methodology of the study includes research design, details on data collection, sampling design and statistical tools for analysis.

The data collection was based on both primary and secondary data. The primary data was collected using well framed and structured questionnaire. Questionnaire method was used for collecting the data. A five point likert scaling technique was used for the study. Quality of work life was measured using five dimensions namely Adequate and fair compensation, Safe and healthy working environment, Growth and security, Social Integration & the total life space.

## DATA ANALYSIS AND INTERPRETATION

### ➤ Factors that affects Quality of Work Life

- H1: Adequate and fair compensation has a significant positive impact on the quality of work life
- H2: Safe and healthy working environment has a significant positive impact on the quality of work life
- H3: Development of human capacities has a significant positive impact on the quality of work life
- H4: Growth and security has a significant positive impact on the quality of work life
- H5: Social Integration has a significant positive impact on the quality of work life



H6: The total life space has a significant positive impact on the quality of work life

**Table 1**  
**The regression Coefficients**

Path	Estimate	Critical Ratio (CR)	P	Variance explained
Adequate and fair compensation → Quality of work life	0.126	1.248	0.215	1.6
Safe and healthy working environment → Quality of work life	0.467	4.986	<0.001	21.8
Development of human capacities → Quality of work life	0.298	3.027	0.003	8.9
Growth and security → Quality of work life	0.436	4.602	<0.001	19.0
Social Integration → Quality of work life	0.888	13.910	<0.001	78.9
The total life space → Quality of work life	0.941	17.203	<0.001	88.5

H1: Adequate and fair compensation has a significant positive impact on the quality of work life

The results exhibited in Table 1 revealed that the regulatory construct Adequate and fair compensation has no significant influence on Quality of work life as the standardized direct effect of this construct on Quality of work life was 0.126, which is less than the recommended value of 0.4. So the hypothesis H<sub>1</sub> is rejected and concludes Adequate and fair compensation has no significant impact on the quality of work life

H2: Safe and healthy working environment has a significant positive impact on the quality of work life

The results exhibited in Table 1 revealed that the regulatory construct Safe and healthy working environment had significant influence on Quality of work life as the standardized direct effect of this construct on Quality of work life was 0.467, which is more than the recommended value of 0.4 (p value is significant). So the hypothesis H<sub>2</sub> is accepted and concludes Safe and healthy working environment has a significant positive impact on the quality of work life

H3: Development of human capacities has a significant positive impact on the quality of work life

The results exhibited in Table 1 revealed that the regulatory construct Development of human capacities has no significant influence on Quality of work life as the standardised direct effect of this construct on Quality of work life was 0.298, which is less than the recommended value of 0.4. So the hypothesis H<sub>3</sub> is rejected and concludes Development of human capacities has no significant impact on the quality of work life

H4: Growth and security has a significant positive impact on the quality of work life

The results exhibited in Table 1 revealed that the regulatory construct Growth and security had significant influence on Quality of work life as the standardised direct effect of this construct on Quality of work life was 0.436, which is more than the recommended value of 0.4 (p value is significant). So the hypothesis H<sub>3</sub> is accepted and concludes that Growth and security has a significant positive impact on the quality of work life

H5: Social Integration has a significant positive impact on the quality of work life

The results exhibited in Table 1 revealed that the regulatory construct Social Integration had significant influence on Quality of work life as the standardised direct effect of this construct on Quality of work life was 0.888, which is more than the recommended value of 0.4 (p value is significant). So the hypothesis H<sub>2</sub> is accepted and concludes that Social Integration has a significant positive impact on the quality of work life

H6: The total life space has a significant positive impact on the quality of work life

The results exhibited in Table 1 revealed that the regulatory construct. The total life space had significant influence on Quality of work life as the standardised direct effect of this construct on Quality of work life was 0.941, which is more than the recommended value of 0.4 (p value is significant). So the hypothesis H<sub>6</sub> is accepted and concludes that The total life space has a significant positive impact on the quality of work life.

➤ **To find out the level of Quality of work life in Apollo tyres.**

One of the objectives is to find the level of Quality of work life of Apollo Tyres. For this the respondents are asked 27 questions on five point Likert scale. The responses are scored as 1 for 'Strongly Disagree', 2 for 'Disagree', 3 for 'Neutral', 4 for 'Agree' and 5 for 'Strongly agree'. Out of 27 questions 23 are remaining after convergent validity test. The total score of the 23 questions for all 100 respondents is found out, based on which we calculate the mean % score of level of Quality of work life in Apollo tyres 
$$MPS = \frac{MeanScore \times 100}{Maximumpossiblescore}$$
 This score is classified into one of the four groups as poor or low if the mean % score is less than 35%, average if the mean % score is between 35 to 50 per cent, good or medium if the mean % score lies in the interval 50 to



75% and excellent or high if the mean % score is above 75%. A one sample Z test is carried out to test the significance. The following table gives the Mean, SD, Mean % Score and Z value of the variable considered. (Loyd, B. H., & R. R. Abidin. R. R. (1985). Revision of the Parent Stress Index. *Journal of Pediatric Psychiatry*, 10(2), 169).

**Table 2**  
**Mean, Standard deviation and z value for level of Quality of work life in Apollo tyres**

Variable	N	Mean	Standard Deviation	Mean % score	CV	z	p value
Quality of work life	100	101.72	3.49	88.45	3.43	44.321	<0.001

The mean percentage score level of Quality of work life in Apollo tyres is 88.45% which indicate that level of Quality of work life in Apollo tyres is excellent or high. The CV=  $\frac{\text{Standard deviation} * 100}{\text{Mean}}$  indicates that this score is stable as the value is less

than 20%. To test whether the sample information that we observe exists in the population or to verify that the level of Quality of work life in Apollo tyres is high or not, we formulate the hypothesis

H<sub>0</sub>: The level of Quality of work life in Apollo tyres is medium

H<sub>1</sub>: The level of Quality of work life in Apollo tyres is high

To test the above hypothesis we use one sample Z test and the result is exhibited in Table 2. From the table the p value is less than 0.05 which indicates that the test is significant. So we conclude that the level of p Quality of work life in Apollo tyres is high.

## FINDINGS

Adequate and fair compensation has no significant impact on the quality of work life. Development of human capacities has no significant impact on the quality of work life. Safe and healthy working environment has a significant positive impact on the quality of work life. Growth and security has a significant positive impact on the quality of work life. Social Integration has a significant positive impact on the quality of work life. The total life space has a significant positive impact on the quality of work life. The level of Quality of work life in Apollo tyres is high.

## CONCLUSION

From the analysis and interpretation it is found that the all the employees are highly satisfied with the factors that affect their quality of work life, current job and the attitude towards QWL. As a whole the employees of Apollo is totally satisfied with the entire dimensions that affect QWL. All the employees in Apollo are males. Most of the employees are with the experience range of 20-25 years. All the employees have a basic educational qualification and majority of the employees are qualified with ITI. Only 8% of the employees are unmarried. The dimensions taken for the study on QWL were adequate and fair compensation, safe and healthy working environment, growth and security, social integration and the total life space. Almost 90% of the employees are satisfied with the factors that affect QWL. Thus we can conclude that the employee's attitude towards Quality of Work Life shows a positive impact on the employees

## REFERENCE

1. Alok Kumar Srivastav, P. D. (2015, july). *A Study on Employees Attitude Towards The Organization and Job Satisfaction. International Journal of Science and Research*, 4(7).
2. Anand, A. J. (2014). *Quality of Work Life Evaluation among Service Sector Employee. IOSR Journal of Business and Management*, 16(9), 1-12.
3. Anbarasan, V. &. (2009). *An exploratory study on perceived quality of working life among sales professionals employed in pharmaceutical, banking, finance and insurance companies in Mumbai, Abhigyan.*, 27(1), 70-81.
4. Baba, V. a. (1991). *Routinisation of job context and job content as related to employees quality of working life: a study of psychiatric nurses. Journal of organizational behaviour*, 379-386.
5. Behnam Talebi, M. P. (2012). *Investigating the Relationship between the Employee's Quality of Work Life (QWL) and Their Effectiveness in Banking. Pelagia Research Library, European Journal of Experimental Biology*, 2(5).
6. Bharathi S., P. S. (n.d.). *Quality of work life*. Retrieved from <http://mpr.ub.uni-muenchen.de/27868>, 2010.
7. Chakraborty, S. (2002). *Managerial Effectiveness and Quality of Work Life – Indian Insights. New Delhi: Tata McGraw-Hill Publishing Company Ltd.*
8. Chan, C. a. (1990). *Quality of Work Life (QWL): What can unions do? SAM Advanced Management Journal*, 55, 17-22.
9. Chander, S. a. (1983). *Quality of work life in a University: An Empirical Investigation. Management and Labour Studies*, 18(2), 97-101.
10. D., F. (1989). *Magazine Human Resourc Develop*, pp. 65-66.
11. Devappa Renuka Swamy, T. N. (2015). *Quality of Work Life: Scale Development and Validation. International Journal of Caring Sciences*, 8(2).



12. Dharmaraj, K. B. (2017, May). *Quality of Work Life and Employee Performance in Academia. International Journal of Research in Arts and Science*, 3, 29-32.
13. Dhole, S. W. (2017, May). *QUALITY OF WORK LIFE AND INFLUENCING FACTORS. International Journal of Advanced Research*, 5(5), 1328-1332.
14. Dr. Ashwini J, D. A. (2016). *A Study of Review of Literature on QWL – Manufacturing Sector . IOSR Journal of Business and Management* , 93-97.