A Study on Quality of Work Life for Promotion of Employees in Salem Steel Plant, Tamil Nadu

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Abstract-Author should focus on this paper concerns a study of the quality of work life for the employees of Salem steel plant of Tamil Nadu state. The aim of the paper is determine whether and how the quality of work life affects the satisfaction level of employees of industries. Several notable factors that influence quality of work life are job satisfaction, job involvement, sense of competence, job security, job performance and productivity, safety and environment studies, etc. A simple random sampling method was used and 105 sample responses were returned and usable. Data were analysed using descriptive statistics, chi-square test and regression analysis to test the formulated hypotheses and the significance and reliability of the findings. However, there is a positive and significant relationship between QWL and employees' job satisfaction. This study reviews the meaning of QWL, analyses constructs of QWL based on the past research from the perspective of industry employees. Finally, suggestions and conclusion are given from the perspective of blue collar workers in challenging both the individuals and the organizations. We therefore, have undertaken this study on the influence of workers quality of work life.

Key Words: QWL, Employees, Human Resource Development, Job Satisfaction

Introduction

The most important resource of any organisation is often said to be its people. The growth, development, prosperity and progress of any organisation depends on the strength of its potential human resources. To co-ordinate the resources of the organisation-four important 'm's. Viz., money, material, machinery and men-which are the most important assets of any organisation should be taken into account. The three 'm' like money, material, machine are created and managed by human beings. The human resources available to management in an organisation are only a part of resources. They must be co-ordinated. Without human efforts, organisation cannot accomplish their objectives. The human resource is considered as the backbone of any economic enterprise i.e., public, private or corporate. The human resource is the most dynamic and important and various kinds of resources that are needed to more the wheels of an economic activity. In recent years economists have added human resources as the key factor for building and developing the nation. The optimum utilization of natural resources and the inputs of the capital and technology depend on the extent use of human resources. Today as the world is seized off the concept of quality of work life; all developed as well as developing nations are striving hard to promote socio-economic development in view of improving the lots of their citizens.

Definition of QWL

Richard walton (1979) who has taken up extensive research on quality of work life can be considered as the major contributor to this concept. In fact, measuring of quality of work life has become easy and practicable with the eight factors/elements that walton has proposed.

Quality of Work Life of Employees of Salem Steel Plant

According to walton, "Quality of work life is the work culture that serves as the corner stone." He says that the work culture of an organisation should be recognized and improved to improve quality of work life of that organisation.

History of Industry

Salem Steel plant is a unit of steel authority of india (sail). A salem steel plant in salem was a long cherished dream. Government of india decided in may 15, 1972 to set up an integrated special steels plant at salem in the state of tamil nadu for the production of sheets and strips of electrical, stainless and other special and mild steels on the basis of sound technology-economic considerations. The construction of the plant was inaugurated in June 13, 1972 by the late Shri Mohan Kumaramangalam, the then minister for steel & mines. Sail is a government of india enterprise, with its head quarters located at new delhi. It produces hot rolled stainless steel and carbon steel coins of various grades by processing slabs. Hot rolled stainless steel coils further processed to produce cold rolled stainless steel coils, sheets and blanks of various grades. The plant has around 1344 employees on its pay roll and most of them are with good educational and training background and the plant has been awarded the prestigio"national sustainability award" by Indian institute of metals for the year 2006 and has the distinction of winning this award ten times so far.

Statement of the Problem

Today every organization is concentrating on quality of work life to impart more skills and knowledge, and motivating techniques, training methods, measure for stress level, and work environment towards their employees. Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place that is one third of our entire life. It does influence the overall quality of our life.

Salem steel plant which concentrates all these factors, a study has been undertaken in order to find out the opinion of   employees about the effectiveness of quality of work life in the organization.

Scope of the Study

Quality of work life of employees in any organization is more important. It helps to increase the productivity, efficiency, sense of belongingness of the employees towards the organization. It aims to gain an insight into current working life policies and practices as well as work-life balance issues of employees.
   a. This study helps to respondent to convey the feelings regarding motivational techniques to enrich the quality of work life.
   b. Mainly this study helps the management to evaluate the existing quality of work life.
   c. It helps the society in general regarding the determinants of training programmes provided to people at work.
   d. It will also help us to understand how good working conditions help the employees to work more effectively.

Need for the Study

In Current scenario every organisation wants more output in comparison of less input, it can be possible when working employee find its working place comfortable as per the job requirement. So it's very important for an organisation to make a quality relationship between its employees and working environment. Quality of work life programmes focus strongly on providing a work environment to the satisfaction on individual needs. The major indicators of quality of work life care for job involvement, job satisfaction and productivity. The studies on quality of work life help the researcher to find the important factors influencing the satisfaction. So the studies try to give valuable information to the organization to improve the quality of work life of the workers.

Quality of Work Life of Employees of Salem Steel Plant

Objectives of the Study

a. To study the satisfaction level of the employees with the prevailing quality of work life in salem steel plant.
b. To ascertain the motivational techniques adopted to enrich the qwl.
c. To find out the factors which influence the quality of work life in salem steel plant.
d. To know the details about the training [related to their work] given to the employees in salem steel plant.
e. To study the employees work life balance in salem steel plant .
f. To identify the safety and welfare facilities provided to the employees.
g. To analyze the working environment prevailing in salem steel plant.
h. To identify the stress level of the employees.
i.

Limitation of the Study

Time period of the study is short.
The respondents were busy with their work.
The respondents tent to be biased in answering the questionnaire.
The respondent's opinion differs from one to another.

Research Methodology
Area of the study

The Research study was conducted in Salem Steel Plant, Salem.

Period of the study

The Period of the study is one year. From Aug 2010 to Jul 2011.

Sampling and sample size

For the purpose 105 samples were selected among the 760 technical workers in salem steel plant. The simple random sampling method was adopted to select the sample.

Data Collection
Primary Data

For collecting primary data observation, personal interview and questionnaire methods are used.

Secondary Data

In This study the secondary data collected from company manuals, catalogue, websites and magazines. Etc.,

a. Statistical tools used
b. Descriptive analysis
c. Non parametric Friedman test
d. Chi-square analysis
e. Average score analysis

Reviews Based On the Study

Rensis likert says that the QWL " all the activities of any enterprise are initiated and determined by the persons who make up that institution, plants, offices, computers, automated equipment, and all the else that make a modern firm uses are unproductive except for human effort and direction of all the tasks of management, managing the human component is the central and most important task, because all else depends on how well it is done."

Oliver Sheldon intends to that QWL "no industry can be rendered efficient so long as the basic fact remains unrecognized that is principally human. It is not a mass of machines and technical process, but a body of men. It is not a complex of matter but a complex of humanity. It fulfills its function not by virtue of some impersonal force, but by human energy. Its body is not an intricate maze of mechanical devices but a magnified nervous system."

Rasow says that "work is core of life, considering the deeper meaning of work to be individual and to life's values. Work means

being good provider, it means autonomy, it pays off in success and it establishes self-respect or self-worth. Within this framework, the person who openly confesses active job-dissatisfaction is verily admitting failure as a man, failures in fulfilling his moral role in society."

Robert h. Guest, stated that "quality of work life is a generic phrase that covers a person's feeling about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relations and its intrinsic meaning in person's life."

Robert F. Craver, in his study stated that "quality of work life is more than an attempt to pacify the growing demands of impatient employees. For the corporation involved productivity is at stake. For the management, quality of work life offers new challenges, opportunities, growth and satisfaction."

As de (1976), he was pointed out, "Quality of work life is an indicator of how free the society is from exploitation. Injustice, inequality, oppression and restrictions on the continuity of the growth of a man leading to his development to the fullest. By providing good quality of work life, one can eliminate the exploitation, injustice, inequality oppression and restrictions which tamper the continuous growth of human resources which in turn leads to its overall development.

Subba rao, in his study titled " strategies for improving quality of work life, is self-managed work teams, job redesign and enrichment, effective leadership and supervisory behaviour, career development, alternative work schedules, job security, administrative or organizational justice and participating management." All the above steps depict the importance of management's efforts in this regard. By

implementing such changes, the management and togetherness among the employee which paves way for better quality of work life.

Havlonic (1991) stated that QWL has been well recognized as a multi-dimensional construct and it may not be universal. The key concept captured and discussed in the existing literature include job security, better reward systems, higher pay, opportunity for growth, and participate groups.

Keith (1989), in his study that, quality of work life refers to "the favorableness or unfavourableness of a job environment for people." The basic purpose in this regard is to develop jobs aiming at human resource development as well as production enhancements.

Factors Influencing the QWL

a. Job involvement
b. Job satisfaction
c. Job performance and productivity
d. Sense of competence
e. Job security
f. Working hours
g. Utilisation of skills
h. Safety and environment studies

Data Analysis and Interpretations

Chi-square Analysis

The chi-square analysis is used to test the significance of association between two attributes. In other words, this technique is used to find the significant association between the levels of satisfaction & demographic variables. All the tests were carried out at 5 percent level of significance

Table 1
Age of the Respondents

Age	Frequency	Percent
Below 30 years	8	7.6
30-40 years	51	48.6
41-50 years	22	21.0
Above 50 years	24	22.9
Total	105	100

Source: Primary Data-2010-11

It is clear from the table .1 that 7.6 percent of them belong to the age group of below 30 years, 48.6 percent of them belong to the age group of 30-40 years, 21 percent of the respondents belong to the age group of 41-50 years, and 22.9 percent of them belong to the age group of above 50 years.

Area Wise Satisfaction of Respondents Regarding Quality of Work Life

An attempt has been made to study the satisfaction of respondents regarding quality of work life. After converting the qualitative information of the satisfaction into a quantitative one the average score were obtained from the respondents on various dimensions like 'motivation, welfare measure, working environment, safety and health measures, workers participation, machine operations, employees work life balance and training' and obtained results were and presented in table 3.

Table 2
Area Wise Satisfaction Score Of Respondents Regarding Quality Of Work Life

Dimensions	Max	Mean	Sd	Mean %
Motivation	25	16.50	3.37	65.98
Welfare measure	30	20.80	4.13	69.33
Working environment	25	17.33	3.82	69.33
Safety and health measures	20	16.01	2.18	80.05
Workers participation	10	6.53	1.81	65.33
Machine operations	20	13.83	3.18	69.14
Present technology	5	3.39	1.08	67.81
Employees work life balance	15	11.51	1.82	76.76

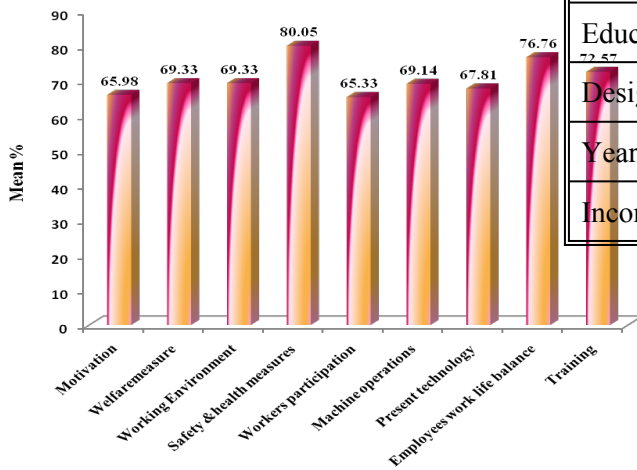# Quality of Work Life of Employees of Salem Steel Plant

Training	15	10.89	2.51	72.57

Source: Primary Data-2010-11

Area wise distribution of mean, standard deviation and mean percentage of satisfaction of respondents regarding quality of work life shows that among nine areas, the highest mean score (16.01 ± 2.18) which is 80.05 % is obtained for the area "safety and health measures" whereas, the lowest mean score (6.53 ± 1.81) which is 65.33 % was obtained for 'workers participation'.

The mean score on 'motivation' was (16.5 ± 3.37) which is 65.98 %, the mean score on 'welfare measure' was (20.8 ± 4.13) which is 69.33 %, the mean score on 'working environment' was (17.33 ± 3.82) which is 69.33 %, the mean score on 'machine operations' was (13.83 ± 3.18) which is 69.14 %, the mean score on 'present technology' was (3.39 ± 1.08) which is 67.81 %, the mean score on 'employees work life balance' was (11.51 ± 1.82) which is 76.76 % and the mean score on 'employees work life balance' was (10.89 ± 2.51) which is 72.75 %.2.levels of satisfaction regarding the motivation factors.

Association between the Satisfaction Levels on the Job With Respect To Demographic Variables

This section dealt with association between the Satisfactions level on the Job related to the demographic variables like Age, Gender, Marital status, Educational qualification, Designation, Year of service and Income. The cross tabulation analysis was employed effectively and the results of chi square analysis were observed and shown in Table 3. It is noted from the table 3 that the p value is less than 0.05 for the demographic variable of Income and hence the result is significant at 5% level. Hence there is significant association is found between income of the respondents and Satisfaction level on the Job.

Table 3
Satisfaction level on the Job with respect to demographic variables

Demographic Variables	Chi square value	df	P value	Remark
Age	6.561	9	0.683	Not Significant
Marital status	0.224	3	0.974	Not Significant
Educational qualification	13.618	12	0.326	Not Significant
Designation	2.551	3	0.466	Not Significant
Year of service	7.903	9	0.544	Not Significant
Income	17.172	9	0.046	Significant

Source: Primary Data-2010-11

The p value for all other demographic variables is greater than 0.05 and hence the result is not significant at 5% level. From the analysis it is concluded that there is no significant association between the demographic variables of Age, Gender, Marital status, Educational qualification, Designation and Year of service of

Graph-1
Dimension wise mean % of satisfaction score

Source: Primary Data-2010-11

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the respondents and Satisfaction levels on the Job.

Association between the Opinions about Factors That Provide Job Satisfaction With Respect To Demographic Variables

This section dealt with association between the opinions about factors that provide job satisfaction related to the demographic variables like Age, Gender, Marital status, Educational qualification, Designation, Year of service and Income. The cross tabulation analysis was employed effectively and the results of chi square analysis were observed and shown in Table 4.

Table 4

**Opinions about Factors That Provide Job Satisfaction with
Respect to Demographic Variables**

Demographic Variables	Chi square value	df	P value	Remark
Age	5.318	9	0.806	Not Significant
Marital status	3.717	3	0.294	Not Significant
Educational qualification	18.728	12	0.095	Not Significant
Designation	5.007	3	0.171	Not Significant
Year of service	2.794	9	0.972	Not Significant
Income	8.430	9	0.491	Not Significant

Source: Primary Data-2010-11

It is noted from the table 4 the p value for all other demographic variables is greater than 0.05 and hence the result is not significant at 5% level. From the analysis it is concluded that there is no significant association between the demographic variables of Age, Gender, Marital status, Educational qualification, Designation, Year of service and Income of the respondents and Factors that provide job satisfaction.

Association between the Opinions on working hours with respect to demographic variables

This section dealt with association between the Opinions on working hours related to the demographic variables like Age, Gender, Marital status, Educational qualification, Designation, Year of service and Income. The cross tabulation analysis was employed effectively and the results of chi square analysis were observed and shown in Table 5.

It is noted from the table 4.4.3a that the p value is less than 0.05 for the demographic variable of Year of service and hence the results are significant at 5% level.

Table 5
Opinion on working hours with respect to demographic variables

Demographic Variables	Chi square value	df	P value	Remark
Age	10.861	9	0.285	Not Significant
Marital status	1.852	3	0.604	Not Significant
Educational qualification	11.498	12	0.487	Not Significant
Designation	1.023	3	0.796	Not Significant

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Year of service	17.102	9	0.047	Significant
Income	8.557	9	0.479	Not Significant

Source: Primary Data-2010-11

The p value for all other demographic variables is greater than 0.05 and hence the result is not significant at 5% level. From the analysis it is concluded that there is no significant association between the demographic variables of Age, Gender, Marital status, Educational qualification, Designation and Income of the respondents and Opinion on working hours.

Major Findings

1. Majority of respondents belongs to the age group of 30-40 years
2. In education, majority of respondents belongs to iti qualification.
3. The majority of the total monthly income among the respondents is 20000 - 25000 and above 25000.
4. The most dominant year of service among the respondent is 20 years and above.
5. Majority of respondents are operators and technicians
6. Majority of respondents are married
7. 60% of the people are satisfied with their salary in the level of satisfaction regarding the motivational factors.
8. 66.67% of the people are satisfied with their medical facilities in the level of satisfaction regarding the welfare measures.
9. 60.95% of the people are satisfied with their lighting facilities in the level of satisfaction regarding the working environment.
10. 60.95% of the people are satisfied with their safety equipments that are used by the employees regarding the safety and health measures.
11. 50.48% of the people are satisfied the way their suggestions and 30.10% of the people are encouraged during the time of decision making regarding the workers participation in management.
12. 48.57% of the people are satisfied with the creating awareness about the type of accidents regarding the machine operations.
13. 60% of the people are satisfied with their job security regarding the work life balance.
14. 55.24% of the people are satisfied with helps to reduce accidents in the level of satisfaction regarding the training.

Suggestions

Employees reward and recognition programmed are one of the method in motivating employees to change work habits and key behaviours to benefit organization as a whole. Hence the Salem steel plant must look for ways to reward and award to the employees in the organization. Workers participation in various managerial and executive committees for discussing the organizational development. The SSP should imitate to induct the people in the discussion making process. Training constitutes a significant step in the reduction of the individual in to the company's way of life. Training is essential for the employee's when there is change in the production process or when the employee's are deputed for new assignment for survival of the organization. In order to avoid monetary and make the employees to participate in the training with real, they have to identify various ways to conduct training effectively. In that the salem steel plant has think to give training to their employee to match to the present working conditions.

The organization must improve work environment to satisfy the respondents to a greater extent like more measures to reduce the heat, measures to keep away from the noise of the machines. Relationship with the superiors should be increased. Measures to be taken by the

organization to reduce the stress of the employees.

Measures related to the maintenance of machines, appropriate place for keeping the tools has to be enhanced. Welfare facilities related to consumer cooperative stores has to be enhanced so that employees will be benefited. Cordial relationship shall ensure high morale and subordinate in the ssp. In that management of steel plant should make effective steps for better functional relationship employers, employees and superior in the organization. Welfare in Indian industry implies the provision of medical, education, housing, recreation, transportation and counselling. In that, the Salem steel plant to take efforts to provide transport facilities to the staff members and their departments.

Scope for Further Research

Researches usually stem from the need of the society. Generally, a research raises more problems and issues than it proposes to solve. To fulfil the existing need and to identify problems, it is naturally expected that the present study will encourage, stimulate and even provoke future researches in the area of QWL.

Conclusion

Human resource management function today is much integrated and strategically involved. The most important task of the human resources department is to make sure that the people working in the organization. Many researchers defined the quality of work life by their different approach to the study. If this resource damaged, effective productivity will not be attained. Human resource is the vital asset of the organization. This study QWL is need of the hour. The researcher has identified the findings relating to motivated techniques, training method, stress level and work environment. Some suggestion is given based on the findings. Better QWL leads to increased employee morale. It minimizes attrition and checks labor-

turnover and absenteeism. It enhances the 'brand image' for the industry as that, in turn, encourages entry of new talent in the industry. It is sure if the management implements the given suggestions and can enhance the QWL.

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