

AN ANALYTICAL APPROACH ON QUALITY OF WORK LIFE AMONG MANAGERIAL EMPLOYEES IN MANUFACTURING ENTERPRISES

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ABSTRACT

Enterprises' are made up of people and function all the way through people. Without united human efforts no organisation can achieve its aspiration and target. Human resources are the most expensive and precious resource of an organisation as the productivity of other resources depends upon people. To achieve and maintain sound and profitable operations, a business enterprise, have to recognize the importance of its employees' as human beings who enter the organisation with certain needs wants, motives, expectations and aspirations. Perhaps every employee of an organisation expect for the improvement of working life – there by quality of life for all. QWL has a significant influence on productivity of employees 'which will leads to physically and psychologically healthier employees' with positive feelings and result in job satisfaction. A managerial employee is an employee who is betrothed predominantly in executive and management functions. Present study focuses on QWL of public and private sector managerial employees of manufacturing enterprises in Kerala.

Key Words: *Employee, Job Satisfaction, Managerial Employee, Manufacturing Enterprises, QWL,*

I. INTRODUCTION

Manpower is a critical element in any business process. It is considered as the most important physical capital employed along with money and machine to achieve the specified organisational objectives. But a mere employment of people, money and other resources may not swear the realisation of organisational goals. These resources must be suitably, timely and accurately deployed, tuned, directed, reviewed and updated. So in order to guide and direct these resources to attain specified objectives, a sound human resource management technique is essential. According to Leon C. Megginson, Franklin and Byrd, Human Resource Management is “the performance of all managerial functions involved in planning for recruiting, selecting, developing, utilising, rewarding and maximising the potential human resources in an organisation”. (C.Megginson, 1982, Homewood)

The concept of human relations or industrial and personnel relations that emerged in the 1920s gave a new icon to the management of people in an organisation. The human relations movement provided new insights for improved productivity, employee communications, cooperation and involvement. This new thinking about employee co operation emerged from the works of Elton Mayo known as the Father of Human Relations and from the Hawthorne Studies, an important series of illumination experiments conducted between 1924 and 1932. In 1970's new management thought emerged which influenced all facade of business and considered human beings as the most valuable resource which are responsible for the mobilisation, maintenance, utilisation and maximisation of all financial resources. This new approach of management is called Human resource

management. It transferred people in an organisation from the position of machine operators to decision makers. Quality of work life is considered as one of the important element of human resource management. QWL refers to the worth of all the tangible and intangible factors in the workplace that affect the work, working, mind and body of an employee. This term is a generic phrase that covers a person's feelings about every dimension of work including economic rewards, benefits, security (Sing, 1996). The evolution of QWL began in late 1960's emphasising the human dimensions of work by focusing on the quality of the relationship between the worker and the working environment. Good quality of work life leads to an atmosphere of good interpersonal relations and highly motivated employees. Life at work is an integral part of total life space. The QWL may therefore be conceptualized as a subset of the quality of life, which is an inclusive notion of life and living conditions. (R.E, 1979). The present study attempts to have an analytical approach on quality of work life among managerial employees in manufacturing enterprises in Kerala.

II. IMPORTANCE OF THE STUDY

QWL is a transition from the traditional 'half man half machine' approach to the modern perception of complete man constituted by both mental and physical attributes. It is quite natural that all factors in a workplace will affect the mental and physical state of the workforce. QWL has been recognised to be important for job performance, job satisfaction, labour turnover, labour management relations and such other factors which play a crucial role in determining overall well being of industrial organisation. (A.Rahman, October 1999).QWL is a philosophy which considers people as valuable asset and is devised for improving the quality of life at work which in turn will enhance the effectiveness of the organisation. In Indian context, QWL is an indication of how free the society is from exploitation, injustice, inequality, oppression, and restrictions of the continuity of growth of man, leading to his development to the fullest (De, 1976). One of the reasons for growing importance of QWL is realization of employees about their rights and growing unionism. Managerial employees' plays a leading role for the smooth functioning of an organisation. They have an active participation in the physical and social environment and also administrative system. Their positions make them highly responsible and are capable of making valuable contribution for the accomplishment of the organisation. Thus they should be treated with dignity and respect. The present study centres on the quality of work life of managerial employees which plays an imperative role in the organisation.

III. OBJECTIVE OF THE STUDY

1. To study Quality of work life of managerial employees in private and public sector enterprises in Kerala.
2. To study the perception of managerial employees towards Quality of work life.

IV. RESEARCH METHODOLOGY

This study is partly descriptive and partly analytical in nature and is mainly based on primary data. Secondary data are also used for the study. The aim is to study the quality of work life of public sector and private sector manufacturing companies in Kerala. The study is conducted in large and medium sized manufacturing enterprises with not less than 500 employees' and is chosen from northern, central and southern regions of Kerala. Simple random sampling technique is used for selecting 5 private sector and 5 public sector (3 state

public sectors and 2 central public sectors) manufacturing companies. Through systematic random sampling 200 managerial employees' from both sectors, as of randomly selected companies are considered for the study. The total sample design is shown in table No. 1.

Table No.1
Sample Design in Total

Designation	Public Sector	Private Sector	Percentage of Employees'	Samples Selected
Top level managers'	15	15	03%	30
Middle level managers'	20	20	04%	40
Lower level managers'	65	65	13%	130
Total			20%	200

The information for the study is collected from two major sources i.e. primary and secondary sources. Disposition of employees' towards quality of work life is being collected through a pre - tested interview schedule with the help of 8 broad variables developed by Richard E Walton (R.E, 1979). The variables are adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organization, constitutionalisation in the work organization, work and the total life space and social relevance of work life. In addition to the above parameters, two more variables which play a greater role for maintaining quality of work life of the organization are also added. They are superior subordinate relationship and welfare facilities. Secondary data were mainly collected through journals, books, thesis, internet and magazines. The coefficient variation (CV) is the most commonly used technique particularly in studies like this. This method compares the variability of two or more than two series of their relative variation. The series for which the coefficient variation is greater is said to be more variable or conversely less consistent, less uniform, less stable or less homogeneous. This technique is used all through the study. Arithmetic mean and standard deviation were used to classify high level, medium level and low level satisfaction of employees'. Chi square test of independence was used to test the hypotheses. In order to study the contribution of each parameter of the quality of work life towards maintaining the QWL in the organisation, Confirmatory factor analysis (CFA) was employed. The One-Way ANOVA is also used which produces a one-way analysis of variance for a quantitative dependent variable by a single factor (independent) variable. The ratios and percentages are also calculated for the study wherever it is found appropriate. The study is confined to public sector and private sector manufacturing enterprises in Kerala. A total of 10 manufacturing industries representing northern, central and southern regions of Kerala during the period 2008 – 2011 form part of the study. Five public and five private sector large and medium manufacturing companies with not less than 500 employees' are chosen for the study.

V. ANALYSIS AND INTERPRETATIONS

5.1 Nature of Company and Quality of Work Life of Managerial Employees'

For the purpose of analysing quality of work life of the public and private sector managerial employees'' the following hypothesis is set:

H₀: Quality of work life of managerial employees' is the same in the private sector and the public sector enterprises in Kerala.

Table No. 2
Nature of Company Vs Quality of Work Life Index

			Quality of Work life Index			Total
			High	Medium	Low	
NATURE OF COMPANY	Public Sector	No. of employees'	18	67	15	100
		Per cent within nature of the company	18.0	67.0	15.0	100.0
	Private Sector	No. of employees'	09	69	22	100
		Per cent within nature of the company	09.0	69.0	22.0	100.0
	Total	No. of employees'	027	136	037	200
		Per cent within nature of the company	13.5	68.0	18.5	100.0

Chi-Square Tests

	Value	df	Asymp.Sig(2-sided)	Conclusion
Pearson Chi-Square	4.354	2	.113	Not significant

Table 2 suggests that the public sector managerial employees' are more satisfied than the private sector managerial employees' under the same conditions which are established by chi square test ($V = 4.354$, $P .113$). Since no significant difference exists, the null hypothesis is accepted with regard to managerial employees' of the private and the public sector manufacturing industries in Kerala.

5.2 Disposition of Managerial Level With Regard to Quality of Work Life

In order to test the disposition of managerial employees with regard to quality of work life following hypothesis is set:

H₀: There is no significant difference in the disposition of managerial employees with regard to quality of work life.

5.3 Managerial Levels Vs Quality of Work Life Index

Quality of work life index discloses the disposition of managerial levels with respect to the quality of work life of the organisation. The table 5, informs that the middle level managers' are comparatively more satisfied with regard to QWL as compared to the top and lower managerial levels and the least satisfied are found to be the top level managers' under same conditions which is established by Chi Square Test ($V = 24.580$, $P < .001$). It also shows that significant difference exists among managerial employees'.

Table No.3
Managerial Levels Vs Quality of Work Life Index

			Quality of Work life Index			Total
			High	Medium	Low	
		No. of employees'	0	0	30	30

Manag- erial Levels	Top	Per cent with nature of the company	0.0	0.0	100	100
	Middle	No. of employees'	08	32	00	40
		Per cent within nature of the company	20	80.0	0.0	100
	Lower	No. of employees'	019	104	007	130
		Per cent within nature of the company	14.6	80.0	05.4	100
	Total	No. of employees'	027	136	037	200
		Per cent within nature of the company	13.5	68.0	18.5	100

Chi-Square Tests

	value	df	Asymp.Sig(2sided)	Conclusion
Pearson Chi-Square	24.580	1	<.001	Significant

As a conclusion it can be revealed that significant difference exist between all managerial levels with respect to QWL. Hence the null hypothesis is rejected and the more satisfied managerial level founded is middle level managerial employees' and the least satisfied is top level managers.

Next part is an exploratory study using confirmatory factor analysis to make out the contribution of various parameters of quality of work life to the total quality of work life on the perceptive of managerial employees' of both the sectors.

5.4 Perception of Managerial Employees' of Private Sector

An attempt is made to know the contribution of various parameters like adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organization, constitutionalisation in the work organization, work and the total life space, social relevance of work life, superior subordinate relationship and welfare facilities of private sector managerial employees towards QWL. Figure no.1 shows that the contribution of superior subordinate relationship is higher than other parameters.

Table No.1.1

Standardized Regression Weights of Private sector managerial employees'

Parameters			Estimate	Contribution Rank
Adequate and Fair Compensation	<---	QWL	.865	VI
Safe and Healthy Working Conditions	<---	QWL	.692	X
Opportunity to Use and Develop Human Capacity	<---	QWL	.939	V
Opportunity for Continued Growth and Security	<---	QWL	.948	II
Social Integration in the Work Organisation	<---	QWL	.947	III
Social Relevance of Work life	<---	QWL	.943	IV
Work and the Total Life Space	<---	QWL	.826	VIII
Constitutionalisation in the Work Organisation	<---	QWL	.832	IX
Superior Subordinate Relationship	<---	QWL	.970	I
Welfare Facilities	<---	QWL	.859	VII

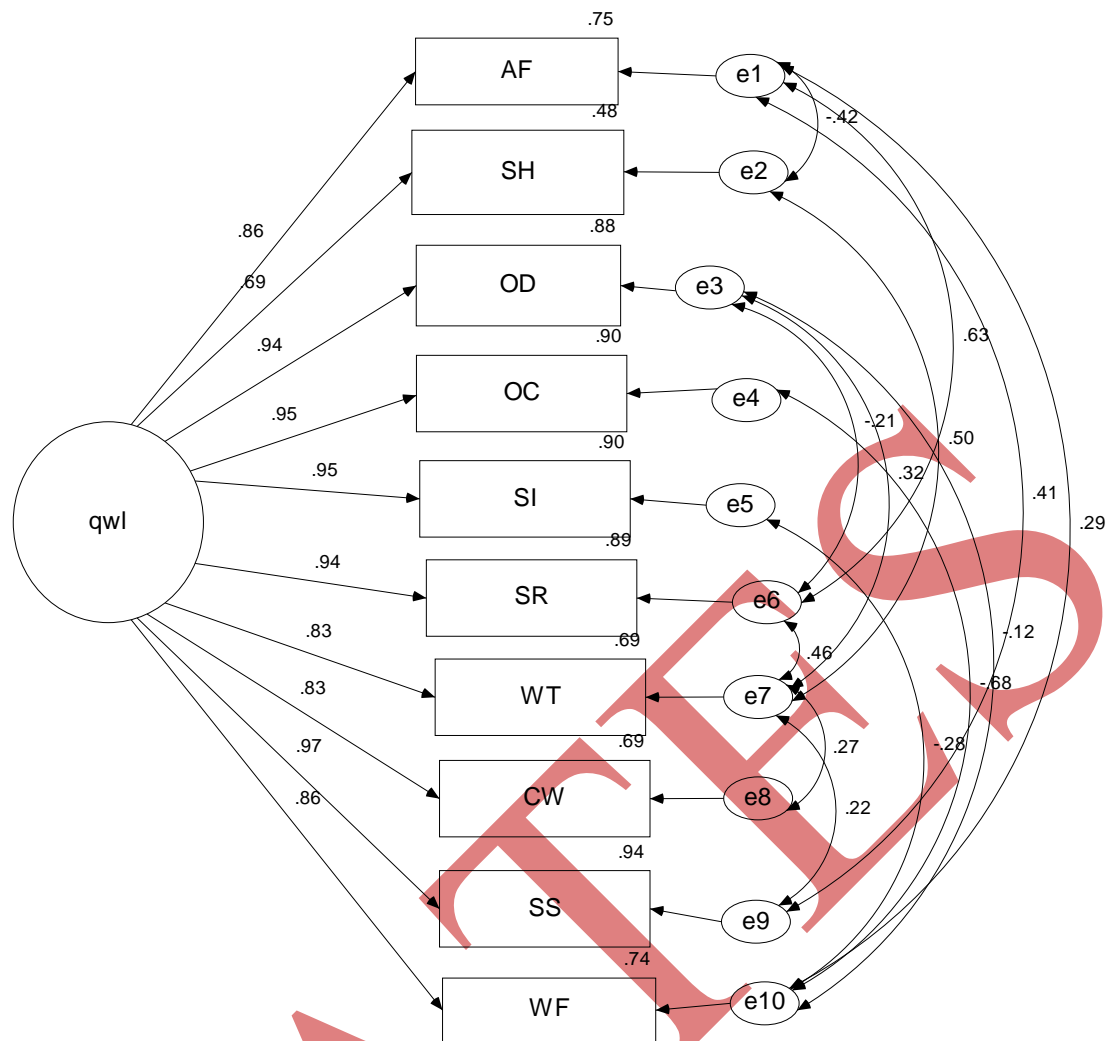


Figure 1

Table 1.1 indicates that the parameter superior subordinate relationship (.970) has a greater contribution with regard to quality of work life. The contribution of safe and healthy working conditions (.692) and work and the total life space (.828) are comparatively less than other parameters on the viewpoint of managerial employees' of private sector enterprise.

5.5 Perception of Managerial Employees' of Public Sector

An attempt is made to know the contribution of various parameters like adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organization, constitutionalisation in the work organization, work and the total life space, social relevance of work life, superior subordinate relationship and welfare facilities of public sector managerial employees towards QWL. Figure no.2 shows that the contribution of social relevance of work life is higher than other parameters.

Table 2 indicates that the parameter social relevance of work life (.986) has a greater contribution with regard to quality of work life. The contribution of opportunity for continued growth and security (.878) and work and the total life space (.903) are less than other parameters on the point of view of managerial employees' of public sector enterprise.

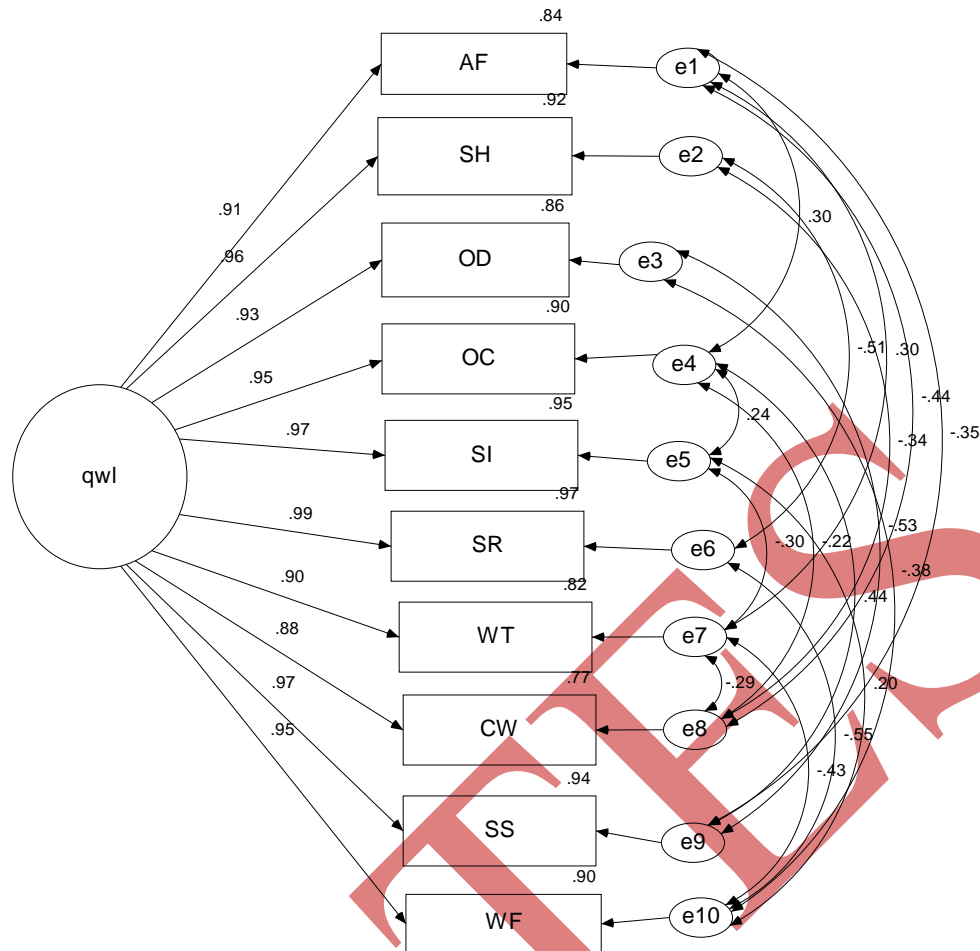


Figure 2

Table No.1.2

Standardized Regression Weights of Public sector managerial employees'

Parameters			Estimate	Contribution Rank
Adequate and Fair Compensation	<---	QWL	.914	VIII
Safe and Healthy Working Conditions	<---	QWL	.958	IV
Opportunity to Use and Develop Human Capacity	<---	QWL	.928	VII
Opportunity for Continued Growth and Security	<---	QWL	.878	X
Social Integration in the Work Organisation	<---	QWL	.973	II
Social Relevance of Work life	<---	QWL	.986	I
Work and the Total Life Space		QWL	.903	IX
Constitutionalisation in the Work Organisation	<---	QWL	.950	V
Superior Subordinate Relationship	<---	QWL	.970	III
Welfare Facilities	<---	QWL	.947	VI

PERCEPTION OF MANAGERIAL EMPLOYEES' OF BOTH SECTORS

An attempt is made to know the contribution of various parameters like adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organization, constitutionalisation in the work organization,

work and the total life space, social relevance of work life, superior subordinate relationship and welfare facilities of public sector and private sector managerial employees towards QWL. Figure no.3 shows that the contribution of social relevance of work life is higher than other parameters.

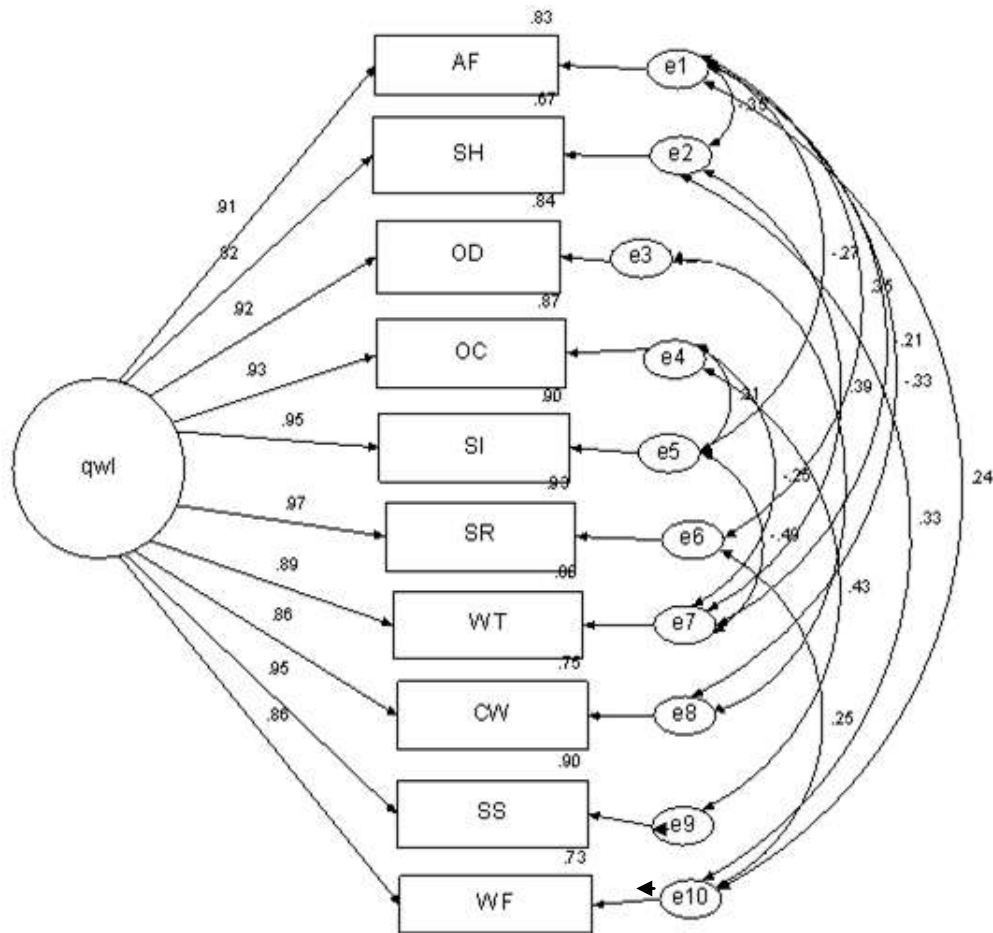


Figure 3

Table No.1.3

Standardized Regression Weights of Managerial Employees' of Both Sectors

Parameters			Estimate	Contribution Rank
Adequate and Fair Compensation	<---	QWL	.909	VI
Safe and Healthy Working Conditions	<---	QWL	.817	X
Opportunity to Use and Develop Human Capacity	<---	QWL	.917	V
Opportunity for Continued Growth and Security	<---	QWL	.933	IV
Social Integration in the Work Organisation	<---	QWL	.948	III
Social Relevance of Work life	<---	QWL	.965	I
Work and the Total Life Space	<---	QWL	.894	VII
Constitutionalisation in the Work Organisation	<---	QWL	.864	VIII
Superior Subordinate Relationship	<---	QWL	.950	II
Welfare Facilities	<---	QWL	.856	IX

Table 1.3 indicates that the parameter social relevance of work life (.965) has a greater contribution with regard to quality of work life. The contribution of safe and healthy working conditions (.817) is less than other parameters on the angle of managerial employees' of both sectors.

On the perspective of managerial employees' of private sector enterprise the contribution of safe and healthy working conditions and work and the total life space are less than other parameters. On the perspective of managerial employees' of public sector enterprise the contribution of opportunity for continued growth and security and work and the total life space are less than other parameters. In totality it can be found that the contribution of safe and healthy working conditions is essential for maintaining better quality of work life in the organisation.

VI. FINDINGS AND DISCUSSION

Quality of work life is the outcome of relationship between the employees' and their total working environment. The variables like compensation, working conditions, opportunity for growth, social integration in work force, constitutionalisation, work and the total life space, superior subordinate relationship, welfare facilities and social relevance of work are the main dimensions of quality of work life. From the study it is clear that managerial employees are least satisfied with safe and healthy working conditions. Safe and healthy working conditions should be accorded top priority while ensuring quality of work life in the organisation. Quality of work environment is an essential element for quality of work life. The study reveals that the management is blind towards the employees' with regard to safe and healthy working conditions. Lack of proper functioning of the safety committee brought out the inadequacy of the organisation regarding safety measures. No regular enquiry is being made from the part of management to foresee that whether the employees' are satisfied with the safety measures. Thus the working of safety committee should be regularised and it must be ensured that employees' use the safety equipment properly and in time. The management should go through the new requirements relating to safety measures. Working atmosphere should be structured in such a way that it is user- friendly and provides a homely atmosphere. Health is an unavoidable factor for an employee. So the medical checkups should sustain promptness and required treatment ought to be provided to the employees'. Annual medical checkups should be made compulsory for all employees', irrespective of their levels. Studies have proved that greenery and parks, fountains and art gallery within the works area are some of the new innovative measures which would have been mere fantasies in the traditional industrial environment. Such an environment frees employees' from the excruciating atmosphere. Reasonable steps should be taken to examine the cause of accidents, and should implement remedial measures so as to avoid recurrence. Safe and healthy working conditions should be made adequate for the present situation to make managerial employees satisfied with the work environment. The term, (QWL) quality of work life refers to the favourableness or unfavourableness of a job environment for people (Davis, 1989). A healthy superior subordinate relationship is essential for the employees to find their work interesting and perform their level best. It is important for everyone to understand that one goes to his organization to work and conflicts must be avoided as it is nothing but a mere waste of time. Employees must be comfortable with each other and work in unison towards a common goal. An individual cannot remain tight-lipped and work for infinite hours, he needs people around to talk to and discuss his ideas. The working climate is made smoothened by the managerial employees'. Thus manager plays an important role in promoting healthy relation at workplace. For that the work environment provided to managerial employees' should be appropriate and suitable in all respect

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