



Quality of Worklife: A Study in Udupi District of Karnataka state

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Abstract

Quality of Work Life is the degree to which members of a work organisation are able to satisfy their personal needs through their expenses in the organisation. Its focus is on the problem of creating a human work environment where employees work cooperatively and contribute to organisational objectives. Quality of work life is essential to the smooth running and the success of its employees. The success of any organisation is highly dependent on how it attracts recruits, motivates and retains its employees. Therefore, organisations are required to adopt a strategy to improve the employees' quality of work life to satisfy both the organisational objectives and employee needs. The factors that influence the quality of work life are attitude, environment, opportunities, nature of job, people, stress level, etc. This paper analyses dimensions and techniques for improving QWL in an organisation.

Human resources are the most significant and the only active factor of production. All the factors like capital, plant, machinery, materials, etc remain inactive unless there are competent people to utilise them for producing goods and services desired by the society. Human brain which is the creation of nature has limitless energy to “think and act”. The goal of achieving greater quality and higher productivity depends on the skills of people. Developing human resources, upgrading their skills and organisational development. Therefore, HRD is the key to enhancing and effective utilisation of intellectual, technological and entrepreneurial skills of human resources. Walton defines QWL as a process by which organisation responds to employee needs for developing mechanisms to allow them to share fully in making decisions that design their lives at work.

Many factors determine the meaning of Quality of Work Life (QWL), one of which is work environment. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation.

Review of Literature

Walton (1973) suggested eight major conceptual areas for understanding Quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalization and total life space and social reliance.

Sekharan (1985) observes that, historically the concept of Quality of work life had originally included only the issues of wages, working hours and working conditions. However, the concept has now been expanded to include such factors as the extent of workers' involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job' etc.

Anitha and Subha Rao (1998) in their study 'Quality of work life in commercial banks' portrayed the quality of work life prevailing in commercial banks. They make a comparison of quality of work life in public sector and private sector banks. These banks differ in certain aspects like HRD aspect where as they have the same degree of agreement in all other aspects of Quality of work life.

Objectives

- 1) To analyse the dimensions the quality of work life of employees
- 2) To analyse the techniques for improving the quality of work life of employees

Research Methodology

The present study has been conducted in the Udupi District of Karnataka which comprises of three taluks namely Udupi, Karkala and Kundapura. The study is largely based on primary data and supplemented by secondary data wherever necessary.

The primary data is collected with the help of a structured questionnaire circulated among 50 employees working in private hospitals of each taluk. Therefore investigation covered total sample size of 150 respondents.

Secondary data was collected from earlier research work, various published journals, magazines, books, websites, and online articles.

Profile of respondents

Age

Age is an important factor in determining the effectiveness of any action taken to improve the quality of work. The young and middle age group people can actively participate in the work. The data relating to age -wise classification of the respondents is shown in the table 1.

Table 1 Age of Respondents

Age	No. of Respondents	Percentage
20-30	68	45.33
31-40	52	34.66
41 & Above	30	20
Total	150	100

Source: Primary data

The above Table 1 states that 45.33% of the responders belong to the age group up to 30, 34.66% of the respondents belong to the age group between 31-40, 20% of the respondents belong to the age group above 41.

Gender

The data relating to gender -wise classification of the respondents is shown in the table 2

Table.2 Gender of Respondents

Gender	No. of Respondents	Percentage
Male	98	65.33
Female	52	34.67
Total	150	100

Source: Primary data

Table 2 states that 45.33% of the responders were male and 34.67% female.

Educational Qualification

The level of education of the selected respondents in the present study was categorized under 3 different groups i.e. intermediate, vocational/ technical and graduation. The data relating to the educational level of sample respondents is presented in table 3.

Educational Qualification	No. of Respondents	Percentage
Inter-mediate	45	30
Vocational/Technical	73	48.67
Graduation	32	21,33
Total	150	100

Source: Primary data

The above table 3 shows that out of 150 respondents 45 of them have educational qualification up to Inter-mediate, 73 have Vocational/Technical qualification and 32 respondents were having qualification up to graduation level.

Marital status

The data relating to the marital status of the respondents is presented in the following table 4.

Table 4 Marital Status of respondents

Marital status	No. of Respondents	Percentage
Married	98	65.33
Unmarried	48	32
Widow	4	2.67
Total	150	100

Source: Primary data

The above Table 4 states that out of 150 respondents 65.33% of the responders are married and 32% of them are single. 2.67% were widow/widowers who shouldered the responsibility of the family.

Annual family incomes

The relating to the annual family income composition of the responders is shown in the table 5.

Table 5 Annual family incomes of the Respondents

Annual family incomes (Rs)	No. of Respondents	Percentage
Less than 100000	39	26
100001-200000	88	58.67
200001 & Above	23	15.33
Total	120	100

Source: Primary data

The above table 5 shows that 26% of the respondents earn less than Rs1100000, 58.67% of the respondents earn between Rs100001-200000 and 15.33% of the respondents earn more than Rs 200001 as annual family income.

Dimensions of the quality of work life

The data relating to dimensions of the quality of work life of the respondents is presented in the following table 6.

Dimensions	No. of Respondents	Percentage
Competency Development	55	36.67
Health and wellbeing	44	29.33
Job security	29	19.33
Work and nonwork life balance	22	14.67
Total	150	100

Source: Primary data

The above table 6 shows that 36.67% of the respondents were of the opinion that, competency development is the main dimension of the quality of work life. 29.33% of the respondents were of the opinion that, health and wellbeing is the main dimension of the quality of work life. 19.33 % of the respondents state that, job security is the main dimension of the quality of work life and 14.67% of the respondents were of the opinion that, work and nonwork life balance is the main dimension of the quality of work life.

Techniques for improving the quality of work life

The data relating to o techniques for improving the quality of work life of the respondents is presented in the following table 7

	No. of Respondents	Percentage
Job Redesign	32	21.33
Flexible Work Schedules	64	42.67
Participative Management	43	28.67
Administrative Justice	11	7.33
Total	150	100

The above table 7 shows that 21.33 % of the respondents were of the opinion that, the organisation can adopt job redesign techniques for improving the quality of work life. 42.67% of the respondents were of the opinion that, the organisation can adopt flexible work schedules techniques for improving the quality of work life. 28.67 % of the respondents state that, participative management is the techniques for improving the quality of work life and 7.33%

of the respondents were of the opinion that, the organisation can provide administrative justice for improving the quality of work life.

Findings

1. It is found that that 45.33% of the responders belong to the age group up to 30.
2. It is found that 48.67% of the responders have Vocational/Technical qualification.
3. The study found that 65.33% of the responders are married.
4. The study found that 58.67% of the respondents earn between Rs100001-200000 as annual family income.
5. It is found that 36.67% of the respondents were of the opinion that, competency development is the main dimension of the quality of work life. 29.33% of the respondents were of the opinion that, health and wellbeing is the main dimension of the quality of work life.
6. The study found that 42.67% of the respondents were of the opinion that, the organisation can adopt flexible work schedules techniques for improving the quality of work life and 28.67 % of the respondents state that, participative management is the techniques for improving the quality of work life

Suggestions

- Management must be committed to an open and transparent style of operation.
- Employees must be given more opportunities for participative management in the organisation.
- Supervisors must be trained to function effectively in a less directive, more collaborative style.
- Traditional status barriers between management and workforce must be broken to permit and open communication.
- Employees should receive feedback on results achieved and recognition for superior performance.
- Personnel should be selected and/or promoted for excellence in their performance and must be given more opportunities for competency development.

Conclusion

Having good relationships at work and having interesting and satisfying work are the most important issues for a high quality of work life. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent. A high quality of work life is essential for the organizations to continue to attract and retain employees. Quality of work life is essential for the success of organizations as well as employees.

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