



Quality of Work Life of NACL Employees

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ABSTRACT

The objective of the paper study was the development of the concept quality of wok life of employees of both technical and non technical having because of two important reasons viz., managerial aspects are much ignored in Fertilizers and Pesticides organization. This study is limited to the contribution of QWL to the factors of only from a human resource management perspective and not from the apparent perspective of productivity or economic gain. In pursuance of the above objectives, the following methodology is adopted for conducting the present study. Both primary and secondary data are used for the study. A pilot-study was undertaken to determine the objectives, methodology and sampling of the present study. All the necessary data like opinions and experiences of managers would not find a place in reports and records. Management views and employees' perceptions about quality of work life was collected through a structured questionnaire. NACL Technical and Non-technical constitute the management and all the managers, executives and workers constitute the employees category. Similarly, interviews, group discussions and confrontation meeting / handshake procedures were conducted to confirm, correlate and elicit further information, covering the aspects detailed in the structured formats.

Key words: Development, managerial, perceptions, structured, apparent, human resource management.

Introduction

Human resource management (HRM) is concerned with the “people” dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring that they continue to maintain their commitment to the organization are essential to achieve organizational objectives. This is true regardless of the type of organization - government, business, education, health, recreation, or social action. Getting and keeping good people critical to the success of every organization, whether profit or non profit, public or private.

Survival of an organization requires competent managers and workers coordinating their efforts toward an ultimate goal. While successful coordination can't guarantee success, organizations that are unsuccessful in getting such coordination from managers and workers will ultimately fail. Human resource management is a process consisting of four functions acquisitions, development, motivation, maintenance of human resources. In less academic terms, these four functions described as getting people preparing them, activating them and keeping them.

The Development of the Concept of Quality of Work Life (QWL)

Quality of work life is a multifaceted concept. The premise of quality of work life is having a work environment where an employee's activity becomes more important. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belonging, progress and development, and external rewards.

In many ways, Quality of Work Life (QWL) represents a blending of real concerns for human values in today's society, with awareness that all individuals devote the greater part of their mature lives to work, expending time, energy and physical and mental resources to this Endeavour. It recognizes, moreover, that work is the chief determinant of an individual's freedom, growth and self-respect, as well as his or her standard of living. Further, the role of bread-winner is fundamental to the survival of the family and society. Finally and perhaps the most important fact is that production, industrial growth and technological advances are clearly not ends in themselves but simply a means to an end i.e., the improvement of Quality of Life for all.

Review of literature

An organisation works in an external environment where the macro environmental variables have an impact on the overall working of the organisation. The political system of the county, their interference in the organisation, the laws and policies further affect the management in the organisation (Pukeliene, Starkauskiene, 2009).

Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases quality of work life of employees.

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Profile of Nagarjuna Agrichem Company Ltd. (NACL)

Nagarjuna Agrichem Company Ltd (NACL) was incorporated in 1986 as East India Finance Ltd in Calcutta and was carrying on the business of hire purchase, leasing and deposit mobilization. As part of rationalization of the finance business of the group, the finance business of the company was transferred to Nagarjuna finance Ltd.

and the name of the company was changed to Agroche International Ltd during 1993. During 1996 the company was renamed as Nagarjuna Agrichem Company Ltd.

The company operates as one of the most modern and comprehensive agrochemical manufacturing facilities in a village near Srikakulam, town and head quarters district on the Eastern coast of India. The company is geographical close proximity to the ports in India at Visakhapatnam and Chennai accessible to the transportation of its product.

There are about 467 employees both Technical and Non-technical working in the employees .The qualifications required for these posts are given bellow.

Total Manpower in NACL

Technical staff	:	422
Non-technical staff	:	45

Qualifications

Management	:	Post graduate/ Engineer, Assistants graduates.
Helpers	:	10 th (or) Below
Trainee	:	fresher
Officer	:	Graduate and above.
Operators	:	B.Sc
Fitters	:	ITI

Need For the Study

There is an imperative need to carry out this project covering, the broad area of ‘Quality of Work Life’ in NACL because of two important reasons viz., managerial aspects are much ignored in Fertilizers and Pesticides organization.

Scope of the Study

This study is limited to the contribution of QWL to the factors of only from a human resource management perspective and not from the apparent perspective of productivity or economic gain.

Objectives of the Study

The objectives of the present study are:

- (1) To enquire into the current status of the variables of Quality of Work Life in NACL.
- (2) To Study the impact of Quality of Work Life on human resources management In NACL.

Methodology and Sampling

In pursuance of the above objectives, the following methodology is adopted for conducting the present study. Both primary and secondary data are used for the study. A pilot-study was undertaken to determine the objectives, methodology and sampling of the present study.

Primary Data

All the necessary data like opinions and experiences of managers would not find a place in reports and records. Management views and employees’ perceptions about quality of work life was collected through a structured questionnaire. NACL Technical and Non-technical constitute the management and all the managers, executives and workers constitute the employees category. Similarly, interviews, group discussions and confrontation meeting / handshake procedures were conducted to confirm, correlate and elicit further information, covering the aspects detailed in the structured formats.

Secondary Data

In this particular study, both primary and secondary data have been given importance. Every bit of recorded information concerning the individual aspects / variable has been looked into to validate cross-correlate and study the variances from primary data.

Administrative records, annual reports, management reports, journals, special project reports, monthly magazines and newsletters were the sources of secondary data.

The data was collected through the questionnaire using five-point rating scale. The data has been processed and analyzed by using the software package developed exclusively for this purpose, to determine the individual as well as the group opinions, regarding each aspect.

Views of sample employees are addressed on a 5-point scale (5, 4, 3, 2, 1) from which weighted average values of total sample are calculated. Based on the weighted average, values perception levels of respondents are measured as '+2' for absolutely positive, (which is the ideal value) '+1' for positive, 'O' for neutral, '-1' for negative, and '-2' for absolutely negative. A simple average is calculated by summing up the weighted averages of each point of the variable and dividing by the total number of points, for each variable of QWL and Organizational Excellence.

The simple average of the aspects of QWL was finally summed up and compared with each other. This software package developed encompassing the major areas of management in a systematic, detailed and scientific procedure presents a handy, effective and variable tool to quantitatively assess the present status and portray the lacunae in each individual variable.

Sampling

There are about 1358 employees working at NACL in various categories. The present study is concerned only with the management representatives and target groups managers /executives and workers. All the employees in these categories are covered by the study. Total number of managers, executives and workers chosen for the study is 467 (Technical-422, Non-technical-45). They constitute about 34% of the total number of personnel working at NACL.

Factors of the Study

The present study reflects existing quality of work life of NACL employees. To measure 'QWL' in NACL, Richard Walton's, Jerome Rosow's and Klatt, Murdick & Schuster's criteria of QWL and the findings of the pilot-study have been studied and important factors suiting organizational context have been chosen. They are as follows:

1. Performance Review Development
2. Pay and job-stability
3. Job security
4. Promotion and career development
5. Organizational climate
6. Employee welfare measures
7. Interpersonal relations and conflict management
8. Safety management
9. Performance review and development
9. Grievance handling system
10. Social relevance of work.

Aspects of Quality of Work Life

Performance review and development aspect of QWL in regard to NACL technical employees and non technical employees are selected for the study based on the results of the pilot study. Similarly, the QWL aspects are selected based on the results of the pilot study for Technical (T) and Non technical (N) employees pay and Job Stability, Job Security, Promotion and Career Development, Organizational Climate, Grievance Handling System, Social Relevance of Work, Safety Management, Employees Welfare Measures and Interpersonal Relations and Conflict Management.

Each of the aspect is studied through a five point scale questionnaire (5, 4, 3, 2, 1) each containing a set of about 15 questions. The opinions collected from respondents with the help of structured questionnaire or analyzed by way of doing corresponding values +2, +1, 0, -1, -2, from 'perfectly positive' to 'perfectly negative' responses. These results are then added up and divided by total number of sample employees for each question to calculate the simple average.

Based upon these calculations the collective opinions of the sample employees are decided as to whether perfectly positive, moderately positive, neutral, moderately negative and perfectly negative, respectively. A sample of 5 out of 7 technical and non-technical employees, 20 out of 40 managers and also executives are 58 out of 116, workers are 156 out of 311 have been selected for the study.

Summarized views of Factors of Quality of Work Life (QWL)

For each factor of QWL, a simple average is calculated from the weighted averages of each point of a factor. Further a simple average is also calculated from two groups in a factor. Finally, a simple average of all the ten factors is calculated to arrive at a final picture of the level of Quality of Work Life (QWL) in NACL. The calculated values are presented in Table 4.14.

Table 4.14

Summarized views of factors of QWL

SL.NO	FACTOR	GROUPS	OVERALL WEIGHTED AVERAGES		SIMPLE AVERAGES
1.	Performance Review and Development	T&N	+0.43	+0.14	0.50
2.	Pay and Job Stability	T & N	-0.08	+0.30	0.19
3.	Job Security	T & N	+0.69	+1.06	0.88
4.	Promotion and Career Development	T & N	+0.14	+0.31	0.23
5.	Organizational Climate	T & N	+0.24	+0.68	0.46
6.	Grievance Handling System	T & N	-0.27	+0.14	-0.06
7.	Social Relevance of Work	T & N	+0.94	+1.27	1.10
8.	Safety Management	T&N	+0.71	-	0.71
9.	Employee Welfare Measures	T & N	+0.37	+0.69	0.48
10.	Interpersonal Relations and Conflict Management	T & N	+0.43	+0.05	0.24
Overall Weighted average of QWL					0.47

Source: Primary Data.

Findings of the study

- (1) It is suggested that should restructure its performance appraisal system (the overall weighted average of QWL 0.47) with the modern techniques to make it efficient and achieve its objectives.
- (2) They have expressed that both technical and non technical employees (with the overall weighted averages both pay and job security 0.80 to 0.30) the seventh Pay Commission, their satisfaction level regarding pay has increased, but not in comparison with other private organizations.
- (3) It is observed for job security from the table both the technical and nontechnical employees have agreed only to an extent of + 0.69 and + 1.06 respectively, regarding this aspect. . Therefore, it is suggested that the prime concern of the employees should be their job, though very secure.
- (4) They felt that promotional and carrier development policy both technical non technical employees(the overall weighed average 0.14 to 0.31) takes both service and merit into account, promotions are awarded objectively, scientifically and periodically.

- (5) Regarding the organization climate of this aspect the calculated weighted averages of both the technical and nontechnical employees are +0.24 and + 0.68 respectively. So it is suggested that the management to improved organizational climate as early as possible.
- (6) Grievance handling system observed that technical employees have assigned a dismal score of - 0.27 whereas the nontechnical employees have assigned a low score of +0.14. They have expressed opinions that are contradictory to the opinions of both technical and nontechnical employees.
- (7) They have expressed that both technical and non technical employees the overall weighted average are + 0.94 and + 1.27 respectively. They feel highly motivated work on account of the socially relevant work being done by the organization.
- (8) It is found that both the employees are the overall weighted score +0.71 is there is an effective safety management in the organization. Preventive measures taken up and lower number of accidents and occupational diseases at work-place support this observation.
- (9) They have expressed higher opinions regarding employee welfare measures being provided to the employees in their respective areas. The overall weighted score is both the technical and nontechnical groups are + 0.27 and + 0.69, respectively.
- (10) They have expressed that both the employees are the overall weighted average have + 0.43 and + 0.53 values respectively .The interpersonal relations are quite congenial but there is no formal conflict resolution mechanism instituted in the organization.

Conclusion and Suggestions.

It has been from the research study that the various aspects of the Quality of Work Life (0.47) in the company normally, it is good sign for the organization. Quality of Work Life (QWL) has attained at least 50 percent perfection. So, it is high time for the top management to improve the situation of QWL .Based up on the opinion of the both technical and non technical employee respondents an attempt is made to suggest few measures to them.

1. Performance review and development to be obsolete and ineffective. So, it is suggested that the performance appraisal system should be made updated and developmental by adopting the latest techniques like behaviorally anchored rating scale and critical incident method.
2. Promotion and carrier development has been attributed low rating, by both technical and non technical employees. So measures must be taken up to improve this aspect in the company by planning for fast career growth of the employees.
3. Physical amenities and other incentives are to be promoted for the healthy and safe administration of the organization.
4. Conducting and implementing recreational facilities causing the growth of the organization.
5. Establishment good management practices and policies leads to social relevance and preparing motivated employees causing output of the organization.
6. Most of the employees are not aware of grievance handling system. So, this system must be publicized thought the company and then made more effective.

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