

**IJCRR**

Vol 04 issue 20

Section: General Science

Category: Research

Received on: 24/07/12

Revised on: 03/08/12

Accepted on: 14/08/12

A STUDY ON EFFECTIVENESS OF QWL TOWARDS DHARANI SUGARS AND CHEMICALS LTD

V. Geetha¹, R. Shenbagasuriyan², K. Senthilrajan³

Department of Management Studies, S. Veerasamy Chettiar College of Engineering and Technology, Puliyaugudi

E-mail of Corresponding Author: geeth.reeth@gmail.com

ABSTRACT

“QWL refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.” QWL provides for the balanced relationship among work, non-work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations etc., By analyzing this research, several notable dimensions that influence quality of work life are adequate and fair compensation, welfare measures, social integration, stress at work. The aim of this study is to gain an insight into current working life policies and practices, as well as work life balance issues of employees. This report is formulated after a thorough research and is based on the information given by the company personal and through questionnaire filled by the employees. In due course of our project we have visited the company and interacted with the people concerned. By analyzing this research, we had taken samples from Dharani sugars at Vasudevanallur. The sample size of 110 was taken from employees of Dharani Sugars & Chemicals Ltd. By adopting this research, conveniences sampling are apply to collect the samples. The statistical software SPSS (Statistical Package for Social Science) used to analyze the research. The statistical tools like exploratory factory analysis, Multiple Correspondence Analyses, ANOVA used for research.

Keywords: Quality of Work Life, Employees, Retention, Satisfaction

INTRODUCTION

Indian sugar industry is highly fragmented with organized and unorganized players. India has become largest producer of sugar cane/sugar producing 280 MnT of cane and 16.5 MnT of sugar in 1995-96, making it the largest producer of sugar in the world, representing about 20% of cane sugar production. Sugar production picked up under the Sugar Industry Protection Act passed in 1932 and country became self sufficient in 1935. Today this sector produces 60% of country's production. In recent years many industrial concerns are facing three main problems. (i) The widespread and possibly growing dissatisfaction and /or alienation of blue collar and white-collar employees as well as many managerial personnel

from their work and from the organization, which they are employed. (ii) The declining rate or growth in labor productivity in the face of energy shortage. (iii) The growing recognition of individual's quality of work life in physical and mental health as well as in family and community. One of the major reasons for this problem is due to the presence of inadequate quality of work life. While forming the QWL the following factors are considered. Work environment factors, Relational factors, Job factors& financial factors. The company focuses on following strategies to improve Quality of Work life: Self-managed Work Teams, Job Redesign and Enrichment, Effective Leadership and Supervisory Behavior, Career Development, Alternative Work Schedules, Job

Security Administrative or Organizational Justice
Participative Management

Review of Literature

Robbins(1989) defined QWL as ‘a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decision that design their lives at work’. Dr.Meenakshi Gupta proposed study that mainly focus on understanding the factors which influences the QWL affects the satisfaction level of employees. The result indicates that improving these factors quality of work life in BSNL can be enhanced. Alireza, Ali Rezaeean and Jufar Bolhari measure the level of QWL of IT Staffs and investigate the relationship between QWL and some demographic characteristics among them. Finding that there is relationships between QWL and age, work experience and income were approved. A.Sabarirajan and N.Geethanjali focusing on the effects of employment on worker health and general well being, and a way to enhance the quality of a person’s on-the-job experience. In this research investigate the extent to which the QWL among the employees of public and private Banks in Dindigul influences the performance of Banks. Nadler and Lawler¹ defines QWL as “a way of thinking about people, work and organizations. Its distinctive elements are: a.)a concern about the impact of work on people as well as on organizational effectiveness, and b.)the idea of participation in organizational problem solving and decision making.”

Problem Statement

Dharani Sugars & Chemicals Ltd is mainly engaged in production of sugar. The leading Dharani Sugars Ltd which is located in Vasudevanllur. There are a variety of factors that can indicate an employee’s quality of work life. Improved QWL leads to improved performance should mean not only physical output but also the behavior of the workers in helping colleagues in solving job related problems, accepting orders

with enthusiasm, promoting a positive team spirit and accepting temporary unfavorable work conditions without compliant. Multifarious criteria that characterize this industrial orientation include adequate & fair compensation, welfare measures, social integration, and stress at work. Continued growth and security, work environment, protection for worker’s rights, social relevance and balance between work and personal life. A management practice that manifests concern about job enrichment, employee security, career opportunities and the opportunities for employees to have voice in matters which affect them is entirely consistent with meticulously controlled operations in the interest of efficiency, effectiveness, quality assurance, customer service, profitability and high employee morale. Hence this study is focusing on the quality of work life of an employee’s in the organization. The company should maintain their sufficient welfare facilities and rest time to reducing the stress level of the employees. The research problem is formulated as follows.

Objectives of the Study

- To study the effectiveness of QWL in Dharani
- To analyze the employees opinion regarding safety & welfare measures in Dharani
- To analyze overall satisfaction of employees on QWL in Dharani

RESEARCH METHODOLOGY

A research design is a framework or blueprint for conducting the marketing research project. Through such research we can analyze the various factors which motivate employees to work in Dharani Sugars or which make employees QWL towards Dharani. In pilot studies, convenience sample is usually used because it allows the researcher to obtain basic data and trends regarding his study without the complications of using a randomized sample. The method of sampling chosen for this study is non-probability

convenience sampling which was arbitrarily chosen to be 110 samples were selected for the survey, which comprises 80 employees and 30 management cadre. In this study, a Questionnaire Cum Interview Scheduling techniques for data collection was adopted. The questionnaire consisted of 12 items of which 8 were demographic questions and the other 4 were closed ended question. Tools used in this study are exploratory factory analysis, Multiple

Correspondence Analyses, ANOVA and Percentage.

Analysis and Interpretation

Validity Test

The KMO and Barlett's test of Sphericity are both tests of multivariate normality and sampling adequacy is applied to check the content and construct validity of the data. The KMO value is 0.762 which is greater than 0.7 is meritorious. By applying PCA method, seven factors with factor loadings are extracted which and listed below.

The management accepts the free comments and suggestions from employees	-0.797
Canteen facilities are good	-0.615
Working atmosphere is clean	-0.640
Salary is adequate for employees	-0.419
The supervisor giving right direction and support to the workers	-0.348
Company maintain standard performance appraisal system	-0.666
Lighting and ventilation are enough to working condition	-0.479

One Way ANNOVA

H₀: There is significant difference between overall satisfaction and demographic profile of the respondents

H₁: There is no significant difference between overall satisfaction and demographic profile of the respondents

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Gender Wise Classification	Between Groups	.284	5	.057	.953	.452
	Within Groups	4.404	74	.060		
	Total	4.688	79			
Age Wise Classification	Between Groups	4.457	5	.891	1.022	.411
	Within Groups	64.543	74	.872		
	Total	69.000	79			
Edu Wise Classification	Between Groups	21.751	5	4.350	3.199	.011
	Within Groups	100.637	74	1.360		
	Total	122.388	79			
Occupation Wise Classification	Between Groups	22.055	5	4.411	1.742	.136
	Within Groups	187.432	74	2.533		
	Total	209.488	79			
Experience Wise Classification	Between Groups	18.045	5	3.609	2.299	.053
	Within Groups	116.155	74	1.570		
	Total	134.200	79			
Salary Wise Classification	Between Groups	6.847	5	1.369	2.201	.063
	Within Groups	46.041	74	.622		
	Total	52.887	79			
Family Size Classification	Between Groups	3.396	5	.679	2.081	.077
	Within Groups	24.154	74	.326		
	Total	27.550	79			

The table checks whether the overall F's for demographic profile of the respondents were significant or not by using the ANOVA program. Note that out of demographics, education wise respondent differ significantly where F ratio is used to determine the size of the mean differences

for each individual independent variables comparison, $F(5,74)=0.011$. The test between groups shows that F ratio for education which are statistically significant ($P < 0.05$) level. So, there is significant difference between overall satisfaction and demographic profile of the respondents

Multiple Correspondence Analysis

Model Summary

Dimension	Cronbach's Alpha	Variance Accounted For		
		Total (Eigenvalue)	Inertia	% of Variance
1	.718	2.601	.372	37.154
2	.656	2.284	.326	32.631
Total		4.885	.698	
Mean	.689 ^a	2.442	.349	34.892

a. Mean Cronbach's Alpha is based on the mean Eigenvalue.

Table shows that the shows that the model summary of demographic profile. Here the cronbach's alpha value is .689. This tool reveals mean value of demographic profile. Attain highest position in experience wise classification with the mean value of 0.524.

Percentage Analysis

Factors motivate working in Dharani

Particulars	Frequency	Percent	Valid Percent	Cumulative Percent
Adequate & fair compensation	8	10.0	10.0	10.0
Welfare measures	22	27.5	27.5	37.5
Work environment	40	50.0	50.0	87.5
Supervisory behavior	10	12.5	12.5	100.0
Total	80	100.0	100.0	

The above table shows that the various classification of the respondents on the basis of factors motivate working in Dharani, among the total respondents, 50% of the respondents are motivated by work environment, 27% of the respondents are motivated by welfare measures, 12% of the respondents are motivated by supervisory behaviour, 10% of the respondents are motivated by adequate & fair compensation.

Findings and Recommendations

1. Presently all the welfare measures and amenities are in good. Hence, I suggested to the company to retain the same policy towards welfare measures and amenities. If we maintain the same policy we can retain the quality of work life and standard of living of employees.
2. In this study, ventilation and lighting facilities in working atmosphere is good condition. It was thought that workers might work better when there was lighter, but light was very expensive so they needed to find optimum level to satisfy both requirements. So keep those facilities to retain the employees.
3. The current salary structure is good and all are satisfied with that policy. Hence, I suggested

retaining the same procedure in future, which will help us to enhance the quality of work life.

4. The current training progress is not up to the mark. Hence, I recommended giving a frequent training to the employees that will help the employees to move in a right direction, it will help us to maintain a quality of work cycle in organization.
5. The current performance appraisal system is in moderate. If the company wants to improve the quality of work life in an organization, the performance appraisal system has to improve.

CONCLUSION

Quality of work life is the qualitative standard of person's work life. The study has revealed that the indices of QWL of workers at Dharani sugars are favorable. Almost all the workers at Dharani are satisfied with the present job, welfare measures adopted by the company. The study has also highlighted certain major aspects, which require further improvements. The company should give more emphasis on educating the workers about the importance and the use of safety equipments, initiate programs for the self-improvement of workers. The study on effectiveness of QWL towards Dharani Sugars & Chemicals Ltd, Vasudevanallur among the employees is highlighted by so many factors which will help to identify the impact of QWL in Dharani sugars. The study was conducted among 110 employees and collected information through structured questionnaire. The employees feel that the welfare measures mainly motivating to working in Dharani. The supervisor approach, canteen facilities, working atmosphere is motivating the employees, it was found that effectiveness of QWL towards Dharani was on positive side.

REFERENCES

1. Dr. Meenakshi Gupta and Ms. Parul Sharma (2011), "Factors credentials boosting quality of

work life of BSNL employees in Jammu region"

2. Susan J. Harrington and Julie Santiago (2006), "Organizational culture and telecommuters QWL and professional Isolation",
3. Alireza, Ali Rezaeean, Jufar Bolhari, Sona Bairamzadeh, and Amir (2011), "The relationship between QWL and Demographic characteristics of IT Staffs"
4. Rochita Ganguly (2010), "Quality of work life and Job Satisfaction of a group of university employees"
5. Rajib Lochan Dhar (2008), "QWL: A study of municipal corporation bus drivers"
6. Mu. Subramanian, Anjani. N (2010), "Constructs of quality of work life- A perspective of Textile and Engineering Employees"
7. Guna Seelan Rethinam and Maimunah Ismail (2008), "Constructs of Quality of work life: A perspectives of information and technology professionals"
8. Md. Zohurul Islam and Sununta siengthai (2009), "Quality of work life and organizational performance: Empirical Evidence from Dhaka Export processing zone"
9. Jen Schoepke, Peter. L. T. Hoonakker and Pascale Carayon, "Quality of working life among women and men in the information technology workforce"
10. A. Sabarirajan and N. Geethanjali, "A study on quality of work life and organizational performance among the employees of public and private banks in dindigul"
11. Uma Sekaran (1985), has examined the QWL in the Indian (Nationalized) banking industry as perceived by organizational members at different organizational levels in different job positions
12. Suri (1991) undertook a survey to study about the QWL life practices in the Indian industry, the organizations covered were manufacturing and service sectors

13. Ganguli and Joseph(1976),”Studied Quality of working life among young workers in Air India with special reference to life and job satisfaction issues “
14. National seminar on improving the quality of working life(1982)
15. Hoque and Rahman(1999), conducted a study to assess and compare the QWL of industrial workers of organization of public and private nature in Bangladesh
16. Haridasan and Sultan(2002) has examined that the extend of occupational stress felt by the library staff of the Gorakhpur University
17. Quality of work life (2010) – P.Jerlin Rupa
18. http://en.wikipedia.org/wiki/Quality_of_working_life
19. <http://expertscolumn.com/content/quality-working-life-qwl>
20. www.qowl.co.uk/
21. www.citehr.com/105314-ten-important-tips-improve-quality-your-work-life.html