

# A Study on Quality of Work life and Job satisfaction of TVS Motors-Special reference to Coimbatore District

**Dr.N.Kasthuri** Assistant Professor, Department of Business Administration, Gobi Arts &Science College, Gobichettipalayam, TamilNadu, India, nishanth022007@gmail.com

**Mrs.D.Brinda Rubini** Assistant Professor, Department of Business Administration, Nehru Arts and Science College, Coimbatore, TamilNadu, India, dbrindarubini@gmail.com

**ABSTRACT:** Quality of work life (QWL) is generally associated with a series of objective organizational conditions and practices that enables employees of an organization to perceive that they are virtually safe, satisfied and have better chances of growth and development as individual human beings. QWL is nowadays drawing more attention globally as in modern society people spend about more than one-third of their lives at their workplace. Hence, the eminence and importance of QWL is unparalleled and unquestionable. This article first focuses on the definitions of QWL followed by one of the factor Job satisfaction in the work place. It is argued that one needs to pay attention to improve all these functions and strike a balance among them to make QWL effective.

**Key words-**Attributes, Development, Emotions, Job Satisfaction, Personality, Quality of Work

## I. INTRODUCTION

Dissatisfaction with working life affects the workers, regardless of position or status of an individual. The stressful life, frustration and emotions common to employees' leads to a poor performance and rapport inside the organisation. Higher officials seek to reduce job dissatisfaction of the workers at all levels in the organisation. Many attributes leads to the poor performance which are difficult to isolate and affect the QWL. Profitability and highly appeased work environment depends on the nature of satisfaction level which leads to the better QWL of an individual. If the situation is vice versa then it leads to negative impact like turnover, decline of profitability, poor performance of employees and absenteeism. Employee satisfaction and quality of work life directly affect company's ability to serve its customers. If the QWL is progressive in an organisation or institution then that leads to a good customer satisfaction

### 1.1 Component and Dimensions of QWL

The QWL can be defined as the quality of relationship between the employees and the work environment – which is such that employees have a significant influence in shaping organizational environments in methods used to increase not only their own motivations and job satisfaction but also the productivity and profits of the company. QWL covers a number of areas like

- adequate reimbursement,
- eliminations of health peril in employment,
- employees assistance,
- job security, and betterment alternative –

work schedules,

- profiteering,

### Job Satisfaction

Job satisfaction is the favorableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements – such as autonomy, variety, task identity, task significance and feedback contribute to employee's satisfaction. Likewise, orientation is important because the employee's acceptance by the work group contributes to satisfaction. In sort, each element of the environmental system, can add to, or detract from, job satisfaction.

### Factors which influence job satisfaction

There are some personal characteristics that affect job satisfaction. These are

1. Age,
2. Sex,
3. Intelligence,
4. Job Experience,
5. Personality

## II. OBJECTIVES OF THE STUDY

- To know about the working environment in the organisation
- To study about the recognition through workers participation adopted among employees
- To know about the career opportunities provided by the company to the employees

### III. REVIEW OF LITERATURE

1.Seyed Mehdi Hosseini (2010)<sup>1</sup> 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 QWL of employees.

2.Mu.Subrahmanian, Anjani.N (2010)<sup>2</sup> studied the meaning of QWL, analyses constructs of QWL based on models and past research from the perspective of Textile and Engineering employees in Coimbatore District of Tamil Nadu. The Constructs of QWL discussed are Job satisfaction, Compensation, Human Relation, Working Condition, Grievance, competency development, Stress and wellbeing. It was found that from the research pointed out some areas with respect to the factors of Quality of Work Life in both the industries that need special attention. These involve both hygienic and motivational factors such as training and development, human relations, work environment, work schedule and counseling. It concludes that QWL from the perspective of Textile and Engineering employees is challenging both to the individuals and organizations.

3"K. R.Nia & Maryam Maleki (2013)<sup>3</sup>" studied on the relationship between quality of work life and organizational commitment of faculty members at Islamic Azad University under 127 faculty members with sample size of 97 subjects through random stratified sampling. Spearman's correlation coefficient, multiple correlation method, LISREL, Friedman Test was used for data analysis. The T- statistic and Fisher statistic are applied to measure the demographic variables. Result showed that there is positive relation between the QWL and organisational commitment it means organisation commitment is the result high QWL.

4."H. Mohammadia & M. A. Shahrabib (2013)<sup>4</sup>" conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire in Likert scales format and distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examined the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction.

5."S.Khodadadi et al (2014)<sup>5</sup>" investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job

independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" were used for data collection and Data analysis was done by using SPSS and LISREL software. The results of the study showed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

### IV. RESEARCH METHODOLOGY

Here the Research design used is Descriptive research design. In descriptive research design the researcher try to find out in what frequency the relationship exist between the variables. Disproportionate stratified random sampling was adopted for collecting the information from the employees. Sample Size was 125 and the tools used are Percentage Analysis , Chi-Square, Weighted Average

### V. ANALYSIS AND INTERPRETATION

#### 6.1 Socio –economic factor and other categories

Category	Designation	No. of Respondent	Percentage
Designation of the employees	Manager level	21	16.8
	Assistant	68	54.4
	Staff	36	28.8
	<b>Total</b>	<b>125</b>	<b>100</b>
Age group of the employees	20-25	12	9.6
	26-30	18	14.4
	31-35	14	11.2
	36-40	19	15.2
	41-45	20	16
	46-50	19	15.2
	51-55	23	18.4
	<b>Total</b>	<b>125</b>	<b>100</b>
Qualification	I.T.I	24	19.2
	Under graduation	60	48
	Post-graduation	22	17.6
	Others	19	15.2
	<b>Total</b>	<b>125</b>	<b>100</b>

Source: Primary Data

#### Interpretation

Table6.1 depicts that there is more number of Assistant managers working in the organization and the second category is staff members with 28%

The above table shows that there is equal distribution of age group employees working in the organization. This leads to a good knowledge sharing to each other.

From the respondent it is clear that there is more of undergraduate degree holders (48%) and more of technical employees holding I.T.I .

**Table-6.1.1**

Category	Designation	Respondents	Percentage
Job satisfaction among employees	Satisfied	62	49.6
	Highly Satisfied	25	20
	Neutral	35	28
	Dissatisfied	1	0.8
	Highly Dissatisfied	2	1.6
	<b>Total</b>	<b>125</b>	<b>100</b>
Recognition percentage	Yes	71	56.8
	No	54	43.2
	<b>Total</b>	<b>125</b>	<b>100</b>
Personal relation between the employees	Satisfied	56	44.8
	Highly Satisfied	25	20
	Neutral	30	24
	Dissatisfied	9	7.2
	Highly Dissatisfied	5	4
	<b>Total</b>	<b>125</b>	<b>100</b>
Incentives provided	Yes	71	56.8
	No	54	43.2
	<b>Total</b>	<b>125</b>	<b>100</b>
Satisfaction level by means of salary	Yes	108	86.4
	No	17	13.6
	<b>Total</b>	<b>125</b>	<b>100</b>
Satisfaction level on means of health and safe environment	Satisfied	57	45.6
	Highly Satisfied	20	16
	Neutral	29	23.2
	Dissatisfied	14	11.2
	Highly Dissatisfied	5	4
	<b>Total</b>	<b>125</b>	<b>100</b>
Job security	Yes	114	91.2
	No	11	8.8
	<b>Total</b>	<b>125</b>	<b>100</b>
Satisfaction level regarding benefits	Satisfied	56	44.8
	Highly Satisfied	9	7.2
	Neutral	49	39.2
	Dissatisfied	9	7.2
	Highly Dissatisfied	2	1.6
	<b>Total</b>	<b>125</b>	<b>100</b>

Source: Primary Data

**Interpretation**

The above 6.1.1 table depicts that the employees are satisfied (62%) with the organization. This shows that if the satisfaction level is high then there is a good environment prevailing in the organization

This shows that employees are highly recognized in the organization. This recognition leads to positive motivation of the employees.

There is a positive relationship (56%) among the employees and good rapport in the organization. This leads to a proper communication among the employees.

The table shows that the incentives and the salaries are given to the employees and they are highly encouraged for the betterment of the organization.

The table shows that there is high job security and safe environment (57%) prevailing in the organization. Some feel a neutral situation. As the satisfaction level is high which leads to the good organizational climate and good working condition.

**6.1.2 Chi-Square Test**

Job Satisfaction	Highly Dis-Satisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied	Total
Age						
21-25	0	1	5	7	0	13
26-30	0	0	4	8	5	17
31-35	0	0	5	9	0	14
36-40	0	0	7	6	5	18
41-45	0	0	6	10	5	21
46-50	1	0	5	10	6	22
Above 50	1	0	4	12	3	20
<b>Total</b>	<b>2</b>	<b>1</b>	<b>36</b>	<b>62</b>	<b>24</b>	<b>125</b>

Source: Primary Data

**NULL HYPOTHESIS (H<sub>0</sub>):**

There is no significant difference between the age of the employees and job satisfaction

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>):**

There is significant difference between the age of the employees and job satisfaction.

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
0	0.208	-0.208	0.0432	0.2076
1	0.104	0.896	0.8028	7.7192
5	3.744	1.256	1.5775	0.4213
7	6.448	0.552	0.3047	0.0472
0	2.496	-2.496	6.2300	2.4959
0	0.272	-0.272	0.0739	0.2716
0	0.136	-0.136	0.0184	0.1352
4	4.896	-0.896	0.8028	0.1639
8	8.432	-0.432	0.1866	0.0221
5	3.264	1.736	3.0136	0.9232
0	0.224	-0.224	0.0501	0.2254
0	0.112	-0.112	0.0125	0.1116
5	4.032	0.968	0.9370	0.2323
9	6.944	2.056	4.2271	0.6087
0	2.688	-2.688	7.2253	2.6879
0	0.288	-0.288	0.0519	0.1802
0	0.144	-0.144	0.0207	0.1437
7	5.184	1.816	3.2978	0.6361
6	8.928	-2.928	8.5731	0.9602
5	3.456	1.544	2.3839	0.6897

0	0.336	-0.336	0.1128	0.3357
0	0.168	-0.168	0.0282	0.1309
6	6.048	0.048	0.0023	0.0003
10	10.416	0.416	0.1730	0.0166
5	4.032	0.968	0.9370	0.2323
1	0.352	0.648	0.4199	1.1928
0	0.176	-0.176	0.0309	0.1755
5	6.336	-1.336	1.7848	0.2816
10	10.912	-0.912	0.8317	0.0762
6	4.224	1.776	3.1541	0.7467
1	0.32	0.68	0.4624	1.445
0	0.16	-0.16	0.0256	0.16
4	5.76	-1.76	3.0976	0.5377
12	9.92	2.08	4.3264	0.4361
3	3.84	-0.84	0.7056	0.1837

The calculated value of  $\psi^2 = 24.44$

Degree of freedom  $= (r-1)(c-1) = 24$

Tabulated Value of  $\psi^2$  of 24 d.f at 5% level of Significance = 36.41

The calculated value of  $\psi^2 <$  Tabulated value of  $\psi^2$

24.44 < 36.415.

**RESULT**

Since the calculated value of chi-square is lesser than the tabulated value. Therefore the null hypothesis is accepted.

**6.1.3 RELATIONSHIP BETWEEN SATISFACTION AND FAIR TREATMENT INTERMS OF INCENTIVES**

Fair treatment in terms of Incentives-Satisfaction	Yes	No	Total
Yes	64	44	108
No	7	10	17
Total	71	54	125

Source: Primary Data

**NULL HYPOTHESIS (H<sub>0</sub>):** There is no significant difference between the satisfaction and fair treatment in terms of incentives

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>):** There is significant difference between the satisfaction and fair treatment in terms of incentives

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
64	61.344	2.666	7.1075	0.1158
44	46.656	-2.656	7.0543	0.1519
7	9.656	-2.656	7.0543	0.7305
10	7.344	2.656	7.0543	0.9605
			<b>TOTAL</b>	<b>1.9587</b>

The calculated value of  $\psi^2 = 1.9587$

Degree of freedom  $= (r-1)(c-1) = 1$

Tabulated Value of  $\psi^2$  of 24 d.f at 5% level of Significance

= 36.41

The calculated value of  $\psi^2 <$  Tabulated value of  $\psi^2$

1.9587 < 3.841

**RESULT**

Since the calculated value of chi-square is lesser than the tabulated value. Therefore the null hypothesis is accepted.

**INTERPRETATION**

There is no significant difference between the satisfaction of employees and fair treatment in terms of incentives.

**6.1.3 WEIGHTED AVERAGE METHOD**

Benefits	1	2	3	4	5	6	7	Total score	Avg	Rank
Task	39	24	16	22	6	4	14	625	5	2
Pay	45	41	16	8	5	6	4	704	5.7	1
Job security	20	27	28	19	13	10	8	585	4.7	3

Source: Primary Data

Weighted Average Method = No. of respondents / Total No. of Respondents

**INTERPRETATION:**

From the above table, it is inferred that employee's ranks better pay as 1, most challenging task as 2, job security as 3, better working conditions as 4, leadership as 5, career opportunities as 6, peer relationship as 7, so employees expect better pay from the organization.

**VI. FINDINGS**

- [1]. 69.6% of the respondents satisfied and highly satisfied working in TVS; remaining 2.4% of the respondents are dissatisfied and highly dissatisfied working in TVS.
- [2]. 56.8% of the respondents agree proper recognition given for employee's contribution, remaining 43.2% of the respondents not agree with proper recognition given for contribution.
- [3]. 61.6% of the respondents are satisfied and highly satisfied with safety and healthy working conditions, remaining 15.2% of the respondents are dissatisfied and highly dissatisfied with safety and healthy working conditions.
- [4]. 52% of the respondents are satisfied and highly satisfied with benefits provided by organisation; remaining 8.8% of the respondents are dissatisfied and highly dissatisfied with benefits provided by organisation.
- [5] 71.2% of the respondents agree and highly agree

participative management is essential for overall functions of organisation, remaining 6.4% of the respondents are disagree and highly disagree with Participative management is essential for overall functions of organisation.

- [6]. 42.4% of the respondents agree that management considers employees while taking critical decisions, remaining 57.6% of the respondents not agree with that management considers employees while taking critical decisions.
- [7]. 50% of the respondents are satisfied and highly satisfied with current career, remaining 8.8% of the respondents are dissatisfied and highly dissatisfied with current career.
- [8]. 52% of the respondents agree with awareness of career advancement in Present job, remaining 48% of the respondents not agree with awareness of career advancement in present job.
- [9]. 93.6% of the respondents agree career development should be based on Performance, remaining 6.4% of the respondents not agree with career development should be based on performance.
- [10]. 30.4% of the respondents satisfied and highly satisfied with percentage and flexibility method adopted in organisation, remaining 22.4% of the respondents not agree with percentage and flexibility method adopted in organisation.
- [11]. 90.4% of the respondents agree and highly agree career development have impact on quality of work life, remaining 2.4% of the respondents disagree and highly disagree with career development have impact on quality of work life.

## VII. SUGGESTIONS

For the betterment of quality of work life among employees based on the findings of the present study, the following practical suggestions may be considered.

- The satisfaction of the employees can be improved further by giving rewards (Monetary) and awards for their contribution in work.
- To have good healthy working condition proper drinking water facilities and sanitary should be provided.
- While taking any decisions in management, it should be communicated properly to employees.
- Work committee members should be selected from each department and quality circles can be implemented.
- Career advancement should be based on performance.
- Employees should be given opportunity.
- Deputation avenues can be enhanced

## VIII. CONCLUSION

From the study, it is clear that the Quality of work life of employees in TVS is good. This research highlights some of the small gaps in employee's satisfaction towards company. The participative management, career opportunities and working environment are the factors that determine the quality of work life. Comparing to private companies, this company also equally provides good quality of work life. To further improve it should concentrate on providing rewards and recognition to employees, career advancement based on performance and work committee members should comprise from all levels of organisation and should communicate with employees while taking decisions.

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