

“QUALITY OF WORK LIFE OF EMPLOYEES IN COIMBATORE**(with special reference to Industries)”****AUTHORS**

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ABSTRACT

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. This is attempted on par with strategies of Customer Relation Management. Over the years, since industrial revolution, much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. Quality of work life is an environment that promotes and maintains employee satisfaction with an aim to improve working conditions for labours and organizational effectiveness for employers. In QWL organizations, work is meaningful and done in a team arrangement. It plays a radical role on employee work performance and productivity in textile industry. Allowing employees who have knowledge, skill and experience to participate in decision making make them to work enthusiastically and give recognition to them in their work which also promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

Key Words: Quality of Work Life, Customer relationship management.

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reference to Industries)”**

I. INTRODUCTION

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. This is attempted on par with strategies of Customer Relation Management. Overwork is tolerated in emerging industries unlike government departments as part of the game and work culture. This is so, what with the soaring competition among the tightly contested players. The point is empowerment of workforce in the area of involvement. It is evident that most of the managements are increasingly realising that quality alone stands to gain in the ultimate analysis. Restructuring the industrial relations in work area is the key for improving the quality of product and the price of the stock. Without creating supportive environment in restructured environment, higher quality of work cannot be extracted. ¹

The Quality of Work Life (QWL) is more concerned with the overall climate of work and the impact that the work has on people as well as on organization effectiveness. The recognized purpose of Quality of Work Life is to change the climate at work so that the human-technological-organizational interface leads to a better Quality of Work Life and eventually to an improved quality of life in community and society. Enhancement of Quality of Work Life also paves the way for the country to keep pace with global level development. ² There has been much concern today about decent wages, convenient working hours, conducive working conditions etc. Their term “Quality of work life” has appeared in research journals and the press in USA only in 1970s. There is no generally acceptable definition about this term. However, some attempts were made to describe the

¹ Gardon, Herman (1984), —*Making sense of Quality of work life programmes*

² Buchanan, D. A., & Boddy, D. (1982), “*Advanced technology and the quality of Work Life*”

term quality of work life (QWL). It refers to the favorableness or unfavourableness of a job environment for people, QWL means different things to different people.³

II. STATEMENT OF THE PROBLEM

A study of quality of work life is a paramount importance, the nature being different for each category of employees depending upon their needs. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, morale of an employees and economic development of the country. So an attempt has been made to know about the employees satisfaction on QWL and its influence on their working and social environment. Quality of work life is absolutely necessary and beneficial both for the organization as well as the career development of the employee. So each and every organization should measure their employee's Quality of work life for their development and their employee's welfare.

Basically Quality of work life provides an employee with inner motivation and self-encouragement so that he or she can give the best to his organization. Normally an employee who is satisfied with his work will facilitate in creating a positive working environment for people around. It will help in boosting the morale of the other employees in the organization. It's a fact that majority of the employees work for money but monetary benefits should not be the sole criteria while selecting a job. It is always recommended that you select a job which provides you with inner satisfaction and happiness. One of the major problems facing both developing and developed countries is the Quality of Work Life of a vast majority of employees engaged in productive pursuits. This issue is not just one of achieving greater human satisfaction but it also aims at improving productivity, adaptability and overall effectiveness of organizations.

³ K. Aswathappa (1997) "Human Resources and Personal Management"

Many organisations strive for greater quality but often neglect the very quality of work life. The existence of more number of micro, small and medium enterprises and large number of employees engaged with the same sector which offers a wider scope for the perception of the employees on the quality of work life in the micro, small and medium enterprises. Life becomes happier and easier for an employee who is happy with his/her job. Majority of the well reputed companies these days give lot of importance to measure the level of employee satisfaction at the work place. Hence employers these days emphasize a lot on a good HR system in the organization. Against this backdrop, an attempt has been made to identify some of the factors that will influence the Quality of work life of Employee's working in industries in Coimbatore.

III. NEED OF THE STUDY

Quality of work life covers various aspects under the general umbrella of supportive organisational behavior. Thus, the Quality of work life should be broad in its scope. It must evaluate the attitude of the employees towards the personnel policies. Quality of work life is a prescriptive concept, it attempts to design work environments so as to maximise concern for human welfare. QWL acts in two dimensions. a) Goal b) Process. In the global scenario, there are number of public institutions, banks and private institutions. Almost all the institutions are now setting new goal to compete with others. This may causes the employees to face plenty of stress and therefore affect their satisfaction and even their physical and mental health.⁴

IV. OBJECTIVES OF THE STUDY

- To study the demographic profile of the respondents
- To identify the factors influencing QWL in an industry.
- To measure the level of satisfaction of the employees on QWL in the industry.

⁴ John M. Ivancevich (2003) "Human Resources and Personal Management"

- To know the various measures to improve QWL in the study area.

V. METHODOLOGY

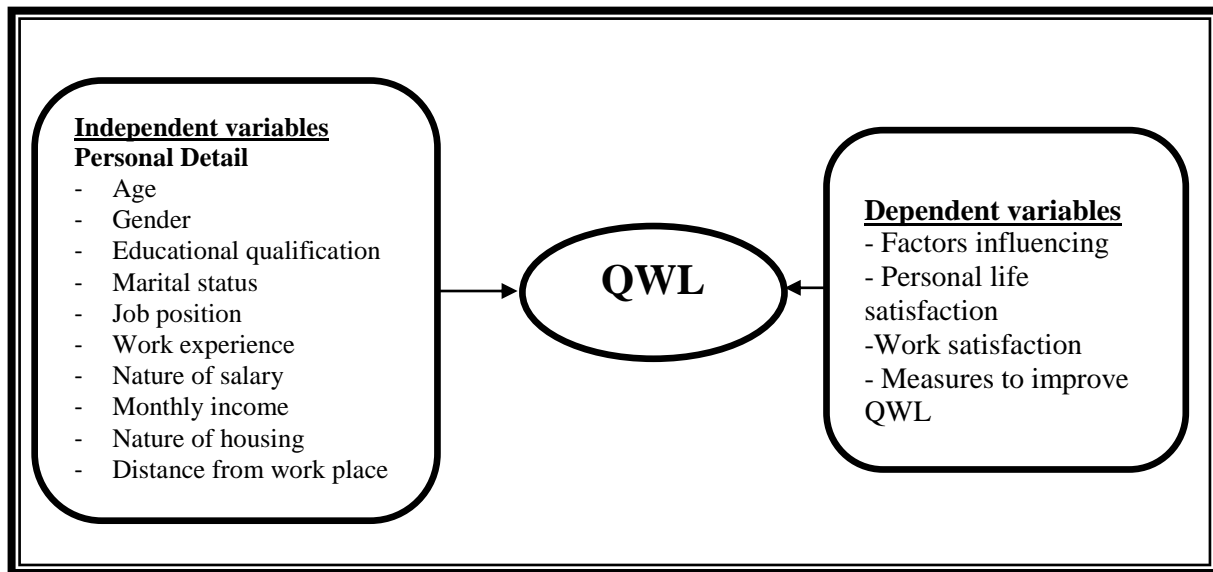
- ✓ Sample size - 720 respondents
- ✓ Respondents –employees and workers of industries
- ✓ Sampling Method – Census sampling method,
- ✓ Sample Plan - Interview schedule (Primary Data)
- ✓ Sample Unit – the industries (144).
- ✓ Sample area –Coimbatore
- ✓ Data analysis - SPSS (IBM 25.0)

Table 1
Distribution on the sample size

Sl.no	Name of the block	Micro	Small	Medium	Large	Total
1.	Alanthurai	2	2	1	1	6
2.	Annur	2	2	1	1	6
3.	Anuparpalayam	2	2	1	1	6
4.	Ganapathy	2	2	1	1	6
5.	Karamadai	2	2	1	1	6
6.	Karumathampatty	2	2	1	1	6
7.	Kuniamuthur	2	2	1	1	6
8.	Kurichy	2	2	1	1	6
9.	Madampatty	2	2	1	1	6
10.	Madukarai	2	2	1	1	6
11.	Mettupalayam	2	2	1	1	6
12.	Othakalmandapam	2	2	1	1	6
13.	Perianaickenpalayam	2	2	1	1	6
14.	Perur	2	2	1	1	6
15.	Saravanampatty	2	2	1	1	6
16.	SarkarSamakulam	2	2	1	1	6
17.	Selakarichal	2	2	1	1	6
18.	Singanallur	2	2	1	1	6
19.	Sulur	2	2	1	1	6
20.	Thirumalayampalayam	2	2	1	1	6
21.	Thondamuthur	2	2	1	1	6
22.	Thudiyalur	2	2	1	1	6
23.	Vaarapatty	2	2	1	1	6
24.	Vadavalli	2	2	1	1	6
Total		48	48	24	24	144

Source: Primary Data

VI. FRAMEWORK OF ANALYSIS



VII.LIMITATIONS OF THE STUDY

- The study is confined to the respondents of Coimbatore only.
- To avoid sampling error and according to convenience only 150 sample units were selected for the study.
- The present study is confined only to the Micro, Small and Medium Enterprises and large scale manufacturing industries hence the results of the study cannot be exactly applied to industries which do not fall under this category.

VIII. ANALYSIS OF DATA

Table 2
Overall result Profile of the respondents (majority)

Sl.no	Particulars	Variable	No. of respondent	Percentage
1	Age	45 & above	278	39
2	Gender	Male	517	72
3	Educational qualification	High school & below	262	36
4	Marital status	Married	511	71
5	Job position	Industry workers	432	60
6	Work experience	16 years & above	245	34
7	Nature of salary	Weekly	324	45
8	Monthly income	5001-10000	342	47
9	Nature of housing	Owned	467	65
10	Distance from work place	11km & above	250	34

Source: Primary Data

Table 3
Distribution on factors influencing Quality of Work Life

Sl.no	Factors	5	4	3	2	1	Total	WAS	Rank
1	FI 1	1850	1012	246	13	8	3130	209	III
2	FI 2	1666	964	307	47	20	3003	200	VII
3	FI 3	972	1152	382	171	25	2701	180	XI
4	FI 4	1111	1079	377	121	42	2730	182	X
5	FI 5	1380	931	482	74	13	2881	192	IX
6	FI 6	871	977	652	134	17	2652	177	XIII
7	FI 7	2527	778	35	10	4	3353	224	II
8	FI 8	1692	1179	135	54	15	3075	205	VI
9	FI 9	1596	1025	287	61	18	2988	199	VIII
10	FI 10	1733	1179	161	36	7	3116	208	IV
11	FI 11	1073	810	583	201	8	2675	179	XII
12	FI 12	2520	810	20	10	2	3362	224	I
13	FI 13	1934	891	156	80	19	3079	205	V

Source: Computed Data

Table 4
Distribution on Personal Life satisfaction

Sl.no	Satisfaction	5	4	3	2	1	Total	WAS	Rank
1	PLS 1	703	1721	141	179	13	2757	184	VI
2	PLS 2	767	1908	128	68	13	2884	192	IV
3	PLS 3	660	1772	268	94	9	2803	187	V
4	PLS 4	1001	1636	217	51	13	2918	194	III
5	PLS 5	554	1449	268	247	34	2552	170	VIII
6	PLS 6	788	409	805	196	94	2292	153	XIV
7	PLS 7	447	1653	575	34	9	2718	181	VII
8	PLS 8	639	1312	345	204	47	2548	170	VIII
9	PLS 9	682	972	690	162	30	2535	169	X
10	PLS 10	1597	1022	281	60	21	2982	199	I
11	PLS 11	256	1159	524	213	98	2249	150	XV
12	PLS 12	831	1943	166	9	9	2957	197	II
13	PLS 13	618	1056	434	196	89	2394	160	XII
14	PLS 14	405	1091	320	443	38	2296	153	XIII
15	PLS 15	788	954	550	170	55	2518	168	XI

Source: Computed Data

Table 5
Distribution on Work satisfaction

Sl.no	Satisfaction	5	4	3	2	1	Total	WAS	Rank
1	WS 1	1278	1380	294	17	13	2982	199	I
2	WS 2	1108	1091	384	120	38	2739	182	IV
3	WS 3	532	1602	204	281	4	2624	175	VIII
4	WS 4	384	1227	754	102	34	2501	167	X
5	WS 5	192	1517	524	188	34	2454	164	XI
6	WS 6	234	1176	703	111	89	2314	154	XII
7	WS 7	874	1465	332	120	9	2799	187	II
8	WS 8	1150	937	575	85	21	2769	185	III
9	WS 9	916	1193	384	162	30	2684	179	V

10	WS 10	192	1653	550	111	30	2535	169	IX
11	WS 11	192	1892	434	102	13	2633	176	VII
12	WS 12	256	1892	409	68	25	2650	177	VI

Source: Computed Data

Table 6
Distribution on Measures for improving Quality of Work Life

Sl.no	Measures	5	4	3	2	1	Total	WAS	Rank
Employers Responsibilities									
1.	ER 1	4729	1994	996	485	141	8346	556	I
2.	ER 2	2939	3835	498	613	141	8027	536	II
3.	ER 3	2364	3783	959	588	128	7822	521	V
4.	ER 4	2939	3783	537	639	128	8027	536	II
5.	ER 5	2876	3578	575	894	52	7975	531	IV
Responsibilities of Unions and Workers									
1.	RUW 1	724	1244	332	239	34	2573	171	IV
2.	RUW 2	831	1244	358	179	34	2646	176	I
3.	RUW 3	618	1227	434	222	34	2535	169	V
4.	RUW 4	554	1534	332	162	34	2616	174	II
5.	RUW 5	597	988	409	332	51	2377	158	VI
6.	RUW 6	809	1278	243	239	38	2607	174	III
Responsibilities of Professional Organisations									
1.	RPO 1	490	733	486	503	25	2237	149	II
2.	RPO 2	256	716	384	452	136	1943	130	IV
3.	RPO 3	852	1397	217	196	30	2692	180	I
4.	RPO 4	575	426	600	434	81	2117	141	III
Responsibilities of the Government									
1.	RG 1	1172	1278	192	128	38	2808	187	III
2.	RG 2	745	886	217	358	98	2305	154	VI
3.	RG 3	1342	1040	243	179	21	2825	188	II
4.	RG 4	2450	426	230	77	9	3191	213	I
5.	RG 5	298	1738	486	68	30	2620	175	V
6.	RG 6	277	2062	332	68	4	2744	183	IV

Source: Computed Data

Table 7
Distribution on Chi-square @ 5% and 1% level of significance

Dependent variables	Independent variables	Chi-square value	Result
Factors influencing QWL	Age	12.62	Significant
	Gender	11.37	Significant
	Education qualification	13.24	Significant
	Marital status	11.37	Significant
	Job position	13.99	Significant
	Work experience	12.62	Significant
	Nature of salary	12.00	Significant
	Monthly income	15.36	Significant
	Housing	13.98	Significant
	Distance from working place	15.36	Significant

Source: Computed data

Table 8
Distribution on factors influencing (job related) and work satisfaction – ANOVA

Sl.no	Particulars	Source	D.f	MS	F
1	WS- 1	Between groups	13	90.59	36.46
		Within groups	12	8.43	
2	WS-2	Between groups	13	42.19	39.98
		Within groups	12	3.10	
3	WS-3	Between groups	13	35.44	39.62
		Within groups	12	5.30	
4	WS-4	Between groups	13	34.78	41.84
		Within groups	12	8.44	
5	WS-5	Between groups	13	62.94	45.93
		Within groups	12	4.10	
6	WS-6	Between groups	13	18.10	44.27
		Within groups	12	6.02	
7	WS-7	Between groups	13	56.70	45.33
		Within groups	12	4.03	
8	WS-8	Between groups	13	40.68	42.40
		Within groups	12	8.21	
9	WS-9	Between groups	13	42.76	39.78
		Within groups	12	8.26	
10	WS-10	Between groups	13	48.39	36.76
		Within groups	12	3.38	
11	WS-11	Between groups	13	49.68	38.14
		Within groups	12	4.50	
12	WS-12	Between groups	13	87.03	38.11
		Within groups	12	4.15	

Source: Computed data NB: (**) Correlation is significant at the 0.05 level (2-tailed)

Table 9
Distribution on correlation

Sl.no	Independent variables	Quality of Work Life	Personal life expectation	Personal life satisfaction
1	Age	0.582	0.367	0.249
2	Gender	0.450	0.260	0.066
3	Educational qualification	0.520	0.532	0.251
4	Marital status	0.509	0.171	0.085
5	Job position	0.511	0.474	0.430
6	Work experience	0.329	0.114	0.163
7	Nature of salary	0.385	0.511	0.388
8	Monthly income	0.512	0.509	0.252

Source: Computed data

NB: significance @ 1% level of significance

Variables	QWL	PLE	PLS
QWL	1.000	0.636	0.631
PLE		1.000	0.625
PLS			1.000

Table 10**Distribution on Independent variables and Measures for improving QWL – Regression**

Particulars	Standardised Coefficients	T	Sig.
(Constant)	-	12.080	.000
Age	.088	1.014	.203
Gender	.118	1.032	.022
Marital status	.164	1.629	.084
Educational qualification	.168	1.635	.011
Job position	.146	1.932	.004
Work experience	.158	1.411	.181
Nature of salary	.018	0.123	.826
Monthly income	.083	1.418	.157

Source: Computed data

R ²	Adjusted R Square	Std. Error of the Estimate
.399	.061	2.6158

IX. FINDINGS OF THE STUDY

Profile of respondents:For profile of respondents it was found that underAge group majority of the respondents fall under the category 45 & above of 278 respondents of (39%)followed by Gender - Male 517 (72%), Educational qualification - High school & below 262 (36%), Marital status - Married 511 (71%), Job position - Industry workers 432 (60%), Work experience - 16 years & above 245 (34%), Nature of salary - Weekly 324 (45%), Monthly income – 5001 to 10000 342 (47%), Nature of housing - Owned 467 (65%) and finally Distance from work place - 11km & above 250 (34%).

Weighted Average Score(WAS):For applying WAS the variables forFactors Influencing was FI 1 to FI 13 and they are as follows: FI 1: Adequate and fair compensation and benefits, FI 2: Safe and healthy working conditions, FI 3: Opportunities to use and develop skills and ability, FI 4: Work culture, FI 5: Working environment, FI 6: Welfare measures, FI 7: Job satisfaction, FI 8: Social integration in the work organisation, FI 9: Work load, FI 10: Colleagues and Supervisor, FI 11: Management Policies, FI 12: Communication and FI 13: Job Rotation. From the above table it was found that FI 12 ranked first followed by FI 7, FI 1,FI 10,FI 13, FI 8, FI 2, FI 9, FI 5, FI 4, FI 3, FI 11 and FI 6.

For applying WAS the variables of Personal Life Satisfaction was coded as PLS 1: Satisfied with my free/leisure hours, PLS 2: Happy to get nice sleep of minimum 8 hours at night, PLS 3: Take my breakfast in the morning without hurry, PLS 4: Satisfied with the family trips I enjoy during vacation atleast once in a year, PLS 5: More satisfaction for good co-operation from family members for serving a balanced, healthy diet, PLS 6: Satisfied with the leisure hours on weekends, PLS 7: Satisfied with weekend shopping and outing with family, PLS 8: Satisfactory with the time spending with partner and children, PLS 9: Satisfaction with the Exercise I undergo every day, PLS 10: Enjoy and celebrate well children birthdays, shopping for festivals, PLS 11: Satisfactory with engagements in Social activities, participate in a week, PLS 12: Regular contacts with the relatives, family members and friends are satisfactory, PLS 13: Satisfactory with my travelling arrangements, PLS 14: Satisfied with ideal life as planned and PLS 15: Satisfied with the quality of family life strongly built by right Quality of work life. From the above table it was found that PLS 10 was ranked first followed by PLS 12, PLS 4, PLS 2, PLS 3, PLS 1, PLS 7, PLS 8 & PLS 5, PLS 15, PLS 9, PLS 13, PLS 14, PLS 6 and PLS 11.

For applying WAS the variables of Work Satisfaction was coded as WS 1: Satisfied with the working hours, WS 2: Satisfied with the recognition got for good performance of work, WS 3: Satisfied with the break and lunch time to have healthy food and to spend time with colleges, WS 4: Satisfied with the challenging opportunities got in the organisation, WS 5: Satisfactory with the training when new systems are introduced in the organisation, WS 6: Fair treatment and respect got among the employees of the organisation, WS 7: More satisfied with the flexibility of targets, WS 8: Communication of all rules, policies and procedures is very good, WS 9: Got proper feedback about my work performance from my superior, WS 10: Satisfied with the work performance and respect with coworkers, customers and superior from diverse backgrounds, WS 11: Satisfied with the separation of both

professional and personal life without any conflicts and WS 12: Satisfactory with the right Quality of work life that increases the quality of work. From the above table it was found that WS 1 was ranked first followed by WS 7, WS 8, WS 2, WS 9, WS 12, WS 11, WS 3, WS 10, WS 4, WS 5 and WS 6.

For applying WAS the variables of Employers Responsibilities was coded as ER 1: Increase in salary and other financial benefits, ER 2: Provision of physical amenities at the work place, ER 3: Involving workers in decision making process, ER 4: Initiating suitable forms of work design and ER 5: Consultation with workers in the matters affecting their future. From the above table it was found that ER 1 was ranked first followed by ER 2 & ER 4, ER 5 and finally ER 3.

For applying WAS the variables of Responsibilities of Unions and Workers was coded as RUW 1: Educating and making workers aware of QWL, RUW 2: Cooperation with management to the extent possible, RUW 3: Encouraging workers to participate in QWL activities, RUW 4: Organisation of politics free trade unions, RUW 5: Patient hearing of junior workers problems and RUW 6: Give respect and love to the fellow workers. From the above table it was found that RUW 2 was ranked first followed by RUW 2, RUW 4, RUW 6, RUW 1, RUW 3, and finally RUW 5.

For applying WAS the variables of Responsibilities of Professional Organisations was coded as RPO 1: Organise workshops and seminars, RPO 2: Initiate specific research projects in this field, RPO 3: Developing special programmes for various classes of workers and RPO 4: Developing facilities for collection, storage and supply of information on QWL. From the above table it was found that RPO 3 was ranked first followed by RPO 3, RPO 1, RPO 4 and finally RPO 2.

For applying WAS the variables of Responsibilities of the Government was coded as RG 1: Legislating standards and norms for labour welfare in new areas, RG 2: Encouragement and

adoption of appropriate technology, RG 3: Funding projects on quality of work life, RG 4: Suitably modifying the structure & scope of education in the country, RG 5: Provision of more social security measures in the un-organised sector and RG 6: Effective utilisation of labour tribunals. From the above table it was found that RG 4 was ranked first followed by RG 4, RG 3, RG 1, RG 6, RG 5 and finally RG 2.

Testing of hypothesis – Chi-square: With regard to the chi-square test at 5% level of significance, it is found that the p-value is less than 0.05 thus it is concluded that each variable had significant relationship, that is the null hypothesis is rejected and that the alternate hypothesis “there is significant relationship between the Demographic profile of respondents and factors influencing QWL is accepted.

ANOVA: Since the ‘p’ value and table value are less than the calculated value @ 0.05 level of significance, the null hypothesis is rejected and the alternative hypothesis [H_a : There is significant association between the factors influencing (job related) and work satisfaction.] is accepted.

Correlation: the Correlation statistics -Kendall and Pearson Correlation for personal life (expectation and satisfaction) and QWL it indicates positive relationship with each variables. The correlation between QWL and PLE is 0.636 that is (63.6%), QWL and PLS is 0.631 (63.1%) and between PLE and PLS is 0.625 (62.5%). The result of Pearson and Kendall correlation shows high positive correlation i.e. a perfect positive linear reliability is found between the factors, therefore the null hypothesis is rejected and the alternative hypothesis [H_a : There is significant relation between independent variables and personal life expectation and quality of work-life; personal life satisfaction and quality of work-life; and between personal life expectation and personal life satisfaction.] is accepted.

Regression: regression analysis for independent variables and measures for improving QWL, the R^2 value for this model is .399 and t value for constant is 12.080, which implies that the

components contributed 95% variation measures for improving QWL the remaining 5% variations in contacting due to other variables outside the regression model. Age has a standardised coefficient 0.088, gender 0.118, marital status 0.164, educational qualification 0.168, job position 0.146, work experience 0.158, nature of salary 0.018 and monthly income 0.083. Thus from the table it was very clear that the dependent and independent variables are positively associated with each other, therefore the null hypothesis is rejected and the alternative hypothesis [H_a : There is significant association between independent variables and measures for improving QWL] is accepted.

X. SUGGESTIONS AND RECOMMENDATIONS

1. Company must devise a policy on career advancement and career positioning for better inflow of knowledge.
2. Company must do away the traditional method of advancing an employee purely on the basis of seniority even if better talent on the basis of performance is available; else company will start facing the elevation of labour turnover problem at the earliest.
3. As the company employees more than 1000 employees in its one single base the load distribution on one single person is distributed but at times people generally dislike it and needs work to prove themselves, hence care must be taken in order to retain them by simply managing them by providing challenging work.
4. It is suggested that rewarding employees for exceptional work they've done is critical to keep them motivated enough to continue their best. Although money is important, a manager can obtain better employee performance by using personal, creative and amusing forms of recognition.
5. Employers need to handle employees in such a manner that employees don't get frustrated with the stress and overburdened of the work.

6. Facilities like food and transportation to be provided free, company has to provide more growth opportunities to the workers. Health camps to provide on regular basis to make their workers get rid of stress of work load.

7. The Company should focus on workers welfare by providing the basic necessities such as quality food, pollutionfree environment, and recreational facilities which will give to the workers psychologically, emotionally and physically fit enough to work.

RECOMMENDATIONS

1. Safety measures could be improved in the organization so that worker safety could be ensured and accidents could be minimized.

2. Workers may be encouraged to offer suggestions for making improvements in the organization. This makes them feel their importance in the company.

3. Sufficient training programs can be arranged so that the worker productivity could be improved.

4. Appropriate pay strategies could be evolved to give fair and adequate compensation to the employees. Performance based increments would improve the performance of the workers.

5. Medical expenses of the workers could be reimbursed.

6. Providing adequate casual leave or permission may be considered.

7. Information flow within the organization could be improved.

XI. CONCLUSION

Quality of work life represents a blending of their real concerns for human in today's society with awareness that all individuals devote the greater part of their immature life to work spending time, energy, physical and mental resources. A happy and healthy employee will give better turnover, make good decisions and positively contribute to organizational goal. An assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents. Quality of work life can affect such things as

employees 'timings, his or her work output, his or her available leaves, etc. Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. So it is up to the organization to focus on their workers and improve their quality of work life so that attrition, absenteeism and decline in workers 'productivity can be checked, it also helps us to know how the workers are treated by the management and also helps the workers to address their grievances. As a whole of the study on Quality of Work Life helps for development of Human Resources, since employees are the backbones of the company. So the company should satisfy them in order to improve the business in the higher global competitive market of the liberalized economy⁵.

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