

Quality of Worklife: Importance in Small Scale Industries for Employees



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Abstract--- *Today's business world is very competitive and managing an organization has become more complex than ever before. As more companies have started realizing that 'the satisfied worker is a productive worker', they have started to look for ways to improve the work environment. Many have implemented various work life programs to help employees in order to improve their work life quality. The work life quality has an important bearing on the 'total quality' of the people. It results to better quality of life of the people and vice-versa. It has been considered a mean and at the same time an end in itself.*

Key Words--- *Work life quality: working nature, reward system, working environment, Chances for individual development, social integrity at working place, Work life Balance, job stress, worker's participation in management, grievance handling.*

I. INTRODUCTION

New and improved technology redefined values and up gradation of customer demands are changing the way business operates in the 21st century.

We can see that the vast differences in development of various countries, though, they are having the same type of natural resources, technological advancement, and assistance from other nations so on. The production ability and progress definitely have the influence of effective utilization of resources, efficient and committed human resources. Globalization leads the organization towards the effective management of human resources and it makes more challenging and it faces various issues like training the cross-cultured employees, compensation and providing various facilities etc.

Today's organization works in an environment characterized by technological changes, as a result, have an effect on job opportunities, skill requirement, administration regulations, strategies and trends, aspiration and expectations of workers and also the physical working condition of the organization. In the industrial world, importance is given for the 'Quality'. Quality work cannot be achieved easily. In order to achieve the quality the more importance is given to issues of people who are working and the technical issues prevailing in the organization.

Effective utilization of human resources can be achieved by providing a improved work life quality through sufficient monetary benefits, better work condition, suitable opportunities for self-growth and development, workers' participation in management and by ensuring social justice in the organization.

II. CONCEPT OF 'WORK LIFE QUALITY'

'Work life quality' concept emerged during 1970's the objective of this is to integrate social-psychological needs of the employees in the organization. The special feature of this technology and structure and processes of the organization or social-cultural aspects. The concept of 'work life quality' spreads through the shop floor to white collar employees and managerial staff also.

The work life quality can be defined as "the level at which the employees who are working in the companies is able in fulfilling their basic personal needs through their experiences in the work place." The work life quality concept is depends on the idea of 'a job is not just a job' and a satisfied and happy employee is always a productive employee.

Why this aspect of work life quality has been gaining much importance in recent years, because of the several factors like:

- The increase in the level of education consequently the job aspiration of worker increases.
- The worker's association demands the good work life quality
- Importance of human resource management.
- The influence of widespread industrial unrest all over the country which shows
- It's effect of good industrial relation.
- The growth of knowledge and changed behavior of human being.

III. LITERATURE REVIEW

- Joceswarnalatha and Murali Krishna (2017) made an attempt to study the work life quality of the employees in the IT sector; to extract the factors affecting the work life quality of the workers in the IT sector; and to study the mean differences between the demographic variables of the employees and the factors influencing the work life quality. The primary data were collected from 317 IT employees with the help of structured questionnaire. The factor analysis revealed that system of reward, career development, security benefits and grievance redressal are the influencing factors of work life quality. The results showed significant difference of age, experiences and qualifications of the employees and the factors influencing.

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There was no significant difference between the means of designations and the work life quality. This study revealed that, the age, experience, and qualification had major influence on the work life quality of employees.

2. Laxman Kumar Tripathy (2017) analyzed the role of work life quality on the work satisfaction and performance of work. It can be observed, high working quality influences employees' work satisfaction. The workers must experience good quality of life by having appropriate work life balance. This will in turn influence their attitudes and behaviors. The study suggests that job satisfaction can be enhanced by providing, improving and promoting work life quality.
3. Sumathi and Velmurugan (2017) carried out a research to examine the conditions affecting the work life quality of employees in the private companies in Coimbatore; to study the relationship between the factors affecting work life quality and satisfaction level of employees in the private companies; and to suggest suitable measures for improving the work life quality. The primary data were collected from 175 employees with the help of structured interview schedule. Secondary data were collected from earlier research work, journals, magazines, websites and online articles. The finding shows that the respondents of the companies in private sector are happy about the work environment and security of job. The employees are not much happy about the leave facilities and they are least satisfied with the health and safety. The study suggests that an attractive pay scale can be offered and permissible leave limits can be extended. The policies of the company should be communicated to the employees properly, which would improve their level of satisfaction.

IV. OBJECTIVES OF THE STUDY

1. To know several factors responsible for increasing concern for work life quality
2. To understand the measures of work life quality
3. To know the dimensions of work life quality
4. To understand principles and methods of work life quality
5. To know the importance of work life quality of employees in small scale industries

How to measure work life quality?

The following measures can be used to judge the work life quality in the enterprises.

1. The extent of involvement of the employees in their job:

It represents the extent of involvement and degree to which the employees identify themselves in the job. When the degree of involvement is more and they are highly motivated will be more productive. The researches revealed that multi-skilled and talented work and accomplishment of that challenging work helps to improve job environment.

2. High Job satisfaction:

It implies satisfaction of workers towards job environment, work nature, degree of supervision, pay scales, chances for growth and development, promotional possibilities. Job satisfaction closely related to job involvement.

3. The extent of confidence and capacity:

It refers to the extent of feeling confidence that, the employee is having on his own competences. Job involvement and confident competency depends on each other. The employee gets a great feeling of competences as he engage himself more and more in his work activities. When he became more confident on his competences, he shows more involvement in his job and highly self-motivated. Where the level of confident competence and job involvement is high naturally his job satisfaction level also increases.

4. Job performance:

Where there is high level of confidence, competences, job involvement and job satisfaction, definitely it will leads to increase to job performance.

5. Productivity:

A confident competent and highly satisfied employee will be productive employee. When he shows more involvement in the job, the output will be more and effective utilization of resources can be maintained. A satisfied employee will always be a productive employee. These aspects definitely affects work life quality.

V. DIMENSION OF WORK LIFE QUALITY:

The term work life quality is a multi-dimensional concept, involving a concern for the employees in the organization. The main objective underlying work life quality is humanization of work environment which ensures recognition and respect to the employees encourages his creative abilities and facilitates self-growth. The work life quality aspect may vary according to the aspiration of the employees and the real objective of the organization and society. Actually, the work life quality aspects is ultimately defined by the employees themselves.

Some of the aspects of work life quality normally employees prefer are:

- ❖ Adequate and fair remuneration and other monetary benefits.
- ❖ Healthy and safe working condition and provision of safety precautions.
- ❖ Chances to utilize and improve the human capabilities, skills.
- ❖ Chances for career advancement.
- ❖ Friendly environment through which achievement of social integration among the workforce.
- ❖ Constitutionalism in the organization where they are working.
- ❖ Maintenance of work-life balances and personal life.
- ❖ Maintenance of Social responsibility and social relevance of work.

VI. PRINCIPLES OF WORK LIFE QUALITY

Following principles are required in humanizing working environment and developing the work life quality.

1. Principle of safety and security:

Until the employees are free from their anxiety and fear of losing the job and getting future employment, the work life quality cannot be achieved. There should be secured and safe work condition.

There should not be any scope for lack of economic benefit. The safety measures should be provided against industrial accidents. Then only humanization of work environment can be achieved.

2. Principle of unity and equity:

There should be a direct relationship between their efforts and reward. Same amount of remuneration should be paid for same effort. Equity needs in sharing the profit of the organization. Because employees contribution is more in achievement of results.

3. Principle of recognition of individual identity:

Each human being is different in his attitude, skill, knowledge and potentials etc. Therefore every individual employee should be provided with an opportunity to develop his potentiality and personality. Wherever the employees are free to take their own decision with regard to the work activities and work design naturally humanization of organization can be achieved.

4. Principle of autonomy in taking decisions:

When workers are involved in the decision making process and allowed them in participating management activities, responsibilities on them will prove greater authority and they can present themselves with more involved in the job. It improves work life quality.

VII. WORK LIFE QUALITY TECHNIQUES

1. Job enlargement and enrichment (i.e. job redesign):-

When jobs are redesign employees will get an opportunity to prove themselves to be more capable and their needs can be achieved by providing them challenging stimulating and interesting work.

2. Career Growth and Development:-

Whenever the employees are provided with the opportunity for their career growth and development and their personality development, proper career planning, counselling, second career opportunities will definitely help them to reach their aspiration of achievement and naturally the work life quality will increase.

3. Quality Circle and Autonomous work groups:-

Workers are given freedom of decision making, plan their work, coordinate and control their activities. They are working in a team, he is responsible and accountable for success or failure. It is also called as self-managed work team.

4. Working Hour Flexibility:-

Flexibility in working hours, shift system, reduced working days in a week, part time employment, responsibility sharing through work distribution, providing alternative work schedules, providing the chance to employees to form their own work schedules. All these systems improves the work life quality.

5. Job Safety and Security:-

Free from the fear of losing the job, i.e. guaranteed job, adequate monetary benefits and job security and safety from occupational hazards are the main priorities of each and every employee. When these things are adequately provided naturally the work life quality Improves.

6. Managerial Justice:-

The principle of equality, social justice, fair and equity should be maintained in taking disciplinary actions, grievance redressal system, promotion, transfer, work assignment and giving leave facilities etc. It will automatically improve the work life quality.

Importance of the work life quality for the small scale industries:

An economy of our country are greatly influenced by the small scale industries. Small scale industries play a vital role in creating employment opportunities to the people. When they are provided with job security, safety, adequate monetary benefits etc. normally their satisfaction will increase. They shows more involvement in job, work performance will be better and productivity will increase. Automatically work life quality will increase. Absence of these leads to job dissatisfaction lack of motivation and morale. Why the small scale industries fail to perform up to the expected level because lack of finance, technological adaption, lack of scientific selection procedure, unavailability of skilled labour, labour turnover rates, abcentisam etc. beyond all the above problems most challenging problem is absence of work life quality Programs.

In order to analyze the importance of work life quality to employees in small scale industries a small survey has been conducted in Coorg district of Karnataka by taking into 100 employees as a sample, the existing work life quality aspects are measured on the basis of various variables related to the work life quality. Responses of the 100 employees' are shown in the following table.

Table

Sl. No.	Aspects	Strongly agree	Agree	Neither agree Nor disagree	Disagree	Strongly disagree	Total
1.	Job environment	8	16	34	28	14	100
		8%	16%	34%	28%	14%	100%
2.	Safety Measures	12	18	38	22	10	100
		12%	18%	38%	22%	10%	100%
3.	Job security	13	24	42	18	3	100
		13%	24%	42%	18%	3%	100%

4.	Job Stress	11	16	28	30	15	100
		11%	16%	28%	30%	15%	100%
5.	Motivated by supervisors	16	26	36	14	8	100
		16%	26%	36%	14%	8%	100%
6.	Opportunity to use individual skills	15	28	40	10	7	100
		15%	28%	40%	10%	7%	100%
7.	Opportunities for growth and development	8	16	33	28	15	100
		8%	16%	33%	28%	15%	100%
8.	Provision of basic facilities	14	28	44	10	4	100
		14%	28%	44%	10%	4%	100%
9.	Respect and Recognition	11	27	47	12	3	100
		11%	27%	47%	12%	3%	100%
10.	Work Schedule	17	25	42	12	4	100
		17%	25%	42%	12%	4%	100%
11.	Productive Job	8	15	32	28	17	100
		8%	15%	32%	28%	17%	100%
12.	Opportunities for training	14	24	50	10	2	100
		14%	24%	50%	10%	2%	100%
13.	Satisfaction towards remuneration and allowances	10	24	44	15	7	100
		10%	24%	44%	15%	7%	100%
14.	Self-motivation	17	27	46	7	3	100
		17%	27%	46%	7%	3%	100%
15.	Proud to be the part of industry	10	11	50	21	8	100
		10%	11%	50%	21%	8%	100%

VIII. FINDINGS

1. It is observed that 28% of the respondents are dissatisfied with job environment and on an average 38% and 42% of the employees are neither satisfied nor dissatisfied with safety measures and job security respectively.
2. Among the respondents 30% of employees feel the stressful situation in the job and 36% of people feel that neither satisfied nor dissatisfied with the motivation and encouragement from superiors.
3. Only 28% and 16% of the employees feel that there are opportunities to use individual skills and talents and opportunity for growth and development respectively.
4. With regarding the facilities provided to employees only 14% of employees are highly satisfied and only 11% of employees say that they have respect and recognition in the organization.
5. Among the respondents only 17% of people are highly satisfied with work schedule and only 8% of people feel that they are doing productive job. On an average 50% of employees say that there should be opportunities for training in order to update themselves.
6. Among the respondents only 10% of employees are highly satisfied with the remuneration and allowances they get. Only 17% are self-motivated and 10% only feel proud to be part of the industry.

IX. SUGGESTIONS

In order to improve the small scale industries, improvement of the work life quality is very much essential, because the employee who is satisfied and shows more involvement in the job, he can only a productive employee. In order to utilize a human resources to the fullest extent and to convert the employee in to productive employee, the following work life quality practices can be adapted.

- Job environment should be so that every employee should contribute his highest potentiality. There should be high motivation and encouragement from superior. This will increase the morale of employee.
- Safety measures and job security should be provided, when he is free from these anxiety, he will work without stress and his contribution will be more.
- Opportunity for growth and development: Every individual should be identified with his unique skill and talent. Proper training should be provided in order to mould his activities and behavior. Each employee should get individual recognition and respect. And they should be provide every facilities and provisions required for healthy working environment.
- Work schedule should be flexible, so that employees should not feel it as a punishment. They should have the chances to involve in the decision making process and in management activities. When their ideas are recognized and implemented, they feel proud to be a part of organization.

- Job enrichment helps the employees to contribute their fullest extent. Jobs should be challenging and multi-skill oriented. Then employee's shows their individual excellence and when their achievement is identified and appreciated, he feel to be motivated and by this he shows more involvement in the job and his productivity will be more.

X. CONCLUSION

The study reveals that whatever size of the industry larger and small the work life quality techniques play a very important role. Because we know that small scale industries contributes highly to the economy of India. Therefore the employees working in these industries should take much attention that their work life quality should be improved. So that they can contribute their highest potentials to the development of the organization, in turn the economy of the country also develops.

In conclusion, I can say that the work life quality can be improved by proper wages and salary administration providing them fair and equitable compensation, flexible work schedule, health and safety measures, alternative work schedule, opportunities for participating in management activities, working in self-managed team, recognizing the individual as a resource rather than just a 'worker', harmonious relationship between employees and management, good grievance redressed procedure and effective leadership, sound promotion policies, opportunities for career growth and development, free from stressful situation, restructuring and redesigning the job enrichment etc. Then only 'a job is more than just a job and a happy employee is a productive employee'.

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