

# Employee Expectation and its Impact on Quality of Work Life of Employees in Indian Crackers Industry

Chandrasekar Thangavelu, Jawahar Rani Kanagasabapathi

**Abstract:** Job or work life act as a most prominent role for every individual in the world irrespective of caste, creed and gender. Every individual working in industries have different work nature and work atmosphere. The expectation of every employee is more or less common in all aspects. In the present study, the researchers have inspected the relationship between the employee needs and expectation and quality of work life. Further, the impacts on quality of work life toward employees have been analyzed in detail. The research has been conducted on 225 employees working in fireworks factory in Sivakasi. The Descriptive statistics, factor analysis and correlation were used to analyze the data. The research concludes that there was significant growth in the relationship between employee needs and the expectation of the quality of work life and also aim to create an optimistic impact over the employees working at fireworks factory in Sivakasi.

**Keywords:** Employee needs and expectation, Quality of work life, Job satisfaction, high Productivity, Low turnover, Fireworks Factory

## I. INTRODUCTION

For the last two decades, each industry understood the importance of retaining the employee in their organization. As the rapid change of technological advancement, all the industry compete with each other on new innovation or invention in the industry. In order to make new innovation or invention in their business development, they retain the employee skills and their contribution. Employees are key factor for an every business growth and survival in the world class competition. Quality of work life is the tool to retain the employee in the industry. Here the researcher has taken fireworks industry for their analysis. Fireworks industry is a hazardous industry because of raw materials and production methods. Various chemicals like Sulfur dioxide, Cadmium, Lead, Magnesium fuels and igniters were used for the production. The accidents are frequently happening in the industry because of heat, methods, chemicals and workers. Each and every employee must be aware about the chemical sensitiveness and proper

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handling procedures of those chemicals. The manufacturer must create the awareness and give proper training to the employee to reduce the accidents. The idea of Mr. A Shanmuga Nadar and Mr. Iya Nadar from the colour matches of the fireworks factory was started in the early 20<sup>th</sup> century. After relaxation of licensing in the explosive product rules the organized firework factory was started by the year of 1940. Later in the year of 1942 Kaliswari Fireworks and Standard Fireworks was started to meet the market demand and develop their business throughout the India. In the beginning of 21<sup>st</sup> century 450 factories were developed in Sivakasi alone. In India, 90% of fireworks are produced by Sivakasi. The total Rs 800-900 crore worth business being happening every year and it is raised 10% per annum. More than 40,000 direct employees and 1lakh indirect employees working around the 450 fireworks industry. In order to meet the market demands all the manufacturers concentrating the employee's expectation and their need. Due the risk of fireworks factory the management perspective towards employee changed. Nowadays Employees needs and expectations continuously been increased. The needs and expectations of employees are Training and awareness, Wage, Health and safety, work place atmosphere and Compensation and benefits. The main objective of this paper is to find the relationship between the employee's needs and expectations and quality of work life.

## II. THEORETICAL STRUCTURE

### A. Quality of Work life:

The term quality of work life is fulfill the employees needs and expectations with help of physical and wellbeing ( Hackman and Oldhams, 1980). The "Quality of work life" was associated with satisfaction from fair wages, Healthy working condition, and opportunity for career growth in the organization (Mirvis and Lawler ,1984).Lawler (1982) consider, "Quality of work life" as organizational issue, interaction and positive relationship between physical and mental well being of employee will enhance the productivity. Therefore the quality of work life ensuring job functions fulfill their personal needs and expectations. Carrell & Heavrin, 2009, strongly believes, that the "quality of work life" is intended to enhance employee satisfaction with their work atmosphere beside with their productivity. Walton, R.E., 1975 expressed the components like 1.adequate and fair compensation, 2. Safe and healthy working conditions, 3. Opportunity for continued growth and security,4. Career growth, 5. Social integration,



6. Constitutionalism 7. Work and total life space, 8. Social relevance of work life will be the important for a quality of work life.

#### **B. Employee Needs and expectations:**

One of the critical factors of each and every industry is to retain the employee in the organization. According to Abraham Maslow, the prime need of each and every individual was developed in terms of emotional intelligence. They are physiological, Safety, Social, Esteem and self-actualization needs. From the consideration of Ayinla (2006), the employee and employer relationship will enhance the organization productivity. From the perspective of Kim 2002, job satisfaction is associated with high productivity, individual growth, low turnover, less absenteeism. When the expectation is not fulfilled this leads the job dissatisfaction (Taris et al. 2004, 2006). The most common expectation of every employee is Job security, Training, Compensation and benefits, health and safety measures said by Momud (2010).

#### **C. Job Awareness and Training:**

The job awareness and training stands as an essential factor to increase the productivity and minimize the cost of production. The growth of organization always depends upon the cost of quality. In order to produce the zero defects or to reduce the unnecessary losses the organizations train the employee as autonomous work group. The training is not only enhancing the growth of organization which will motivate the employee towards lower turnover, lower absenteeism and job satisfaction. According to the Anonymous (1998), Job will enrich the employee and make them understood the importance of job in the world. The job awareness and training will enhance the individual development and efficiency (Svenja, 2007). In view of Chen et al., 2004 the training improves the skill and core competencies and will reduce the dissatisfaction level in the job.

#### **D. Health and Safety measures:**

In spite of enormous changes in the occupational health and safety rules, every organization has to step forward to avoid and also prevent the injuries and accidents that happen in the work environment. Due the workplace accidents and the consequences of improper safety measures which leads to the economic losses, labor turnover, absenteeism, early retirement and all the factors drastically affect the organization reputation and brand value (B. Fernandez-Muniz et al, 2009). Nowadays all the industry address the issues of occupational health and safety to the employee. Even though some disasters such as Chernobyl in Ukraine, Bhopal in India and Piper Alpha in UK due to the technical and human factors. The health and safety policy are crucial factor in reducing the accidents and injuries. Best practice of Health and Safety Management in the work place should promote the productivity and job satisfaction.

#### **E. Work place atmosphere:**

Another important factor for QWL is work atmosphere. Every employee got self motivation in the work place itself. The organization should create the pleasant and adoptable work atmosphere to develop the employee skills and

competencies. The management must understand the level of people working and their expectation in the workplace. The relationship between the superior and subordinates is crucial in the work environment. The Lau et al (2001) suggested that the constructive work atmosphere enhance the performance of employee as well as job satisfaction. The Quality of work life demands the healthier and participative work atmosphere which will satisfy the employee personal needs and expectations (Shahbazi et al., 2011)

#### **F. Adequate Wages and Compensation**

Adequate and fair compensation is the motivational factor for every individual. In a family both husband and wife are working for the economical development of the house,. the amount of wages will increase the satisfaction of employee and performance. From the view of Umar (2012) the performance of every employee depends upon the wages and salary they received. The negative motivation, Job dissatisfaction, can be avoided through proper fixation of wages and salary. Huang et al., 2007 believes, the individual career of employee is developed through sufficient wages and benefits. Many researchers suggest that fair wages, salary, incentives, rewards and benefits will line up the employee towards organizational growth and development.

#### **G. Labor Turnover**

The improper working condition, unfair wages and compensation and other improper facilities leads the labor turnover. In order to manage the labor turnover, the organization vigorously takes many innovative methods and policies. Quality and reputation of the company always depends upon employee and employer relationship. The organization growth should be improved through fair and structured polices, rules and regulation adopted in the organization. Reichheld(1996) strongly believes that the organization growth disturbed when Skilled employee leave from the organization.

#### **H. Job Satisfaction**

The job satisfaction always depend upon the following factors like, satisfying the needs and expectation, Fair wages, Good working condition, Employee and employer relationship, Safety and healthy working atmosphere (Jeyarathnam and Malarvizhi. 2011). Shiney Chib, 2012 suggested that the extended facilities provided by on organization will lead to job satisfaction. The salary, Work environment, career growth and job security will have the impact of quality of work life and job satisfaction ,Ganapathi (2016). According to the investigation done by Venkatesh and Arun kumar (2016), Adequate Compensation, Job satisfaction and Quality of work life have the strong positive relationship.

#### **I. High Productivity**

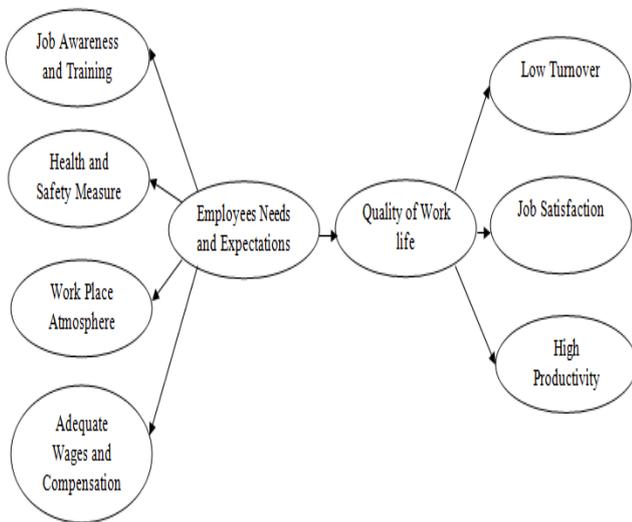
The quality of work life has major impact over the productivity of employee and organization. The performance of employee derived from the enhanced quality of work life, When employee needs and expectation are fulfilled, the quality of work life will be achieved. This leads the higher productivity, Low turnover and

job satisfaction. The efficiency of the organization enhanced through good work atmosphere and meeting the needs and expectation of an employee. Gordon, Judith R. (1987) says that the quality of work life has optimistic impact on the productivity of organization.

### III. CONCEPTUAL MODEL

According to Walton model and the reviews collected from the various researches, the conceptual model was developed. Here the Employee needs and expectation and its impact of quality of work life of employee working at fireworks factory were analyzed. From the model, the researcher analyzed how the employee needs and expectation like (1) Job awareness and training, (2) Health and safety measure, (3) work place atmosphere and (4) adequate wages and compensation has the positive impact over the quality of work life towards the employee performance like (1) low turnover (2) Job satisfaction and (3) High productivity .

Conceptual Model:



### IV. RESEARCH METHODOLOGY

The study has been done to analyze the employee expectation and its impact of quality of work life of employee at crackers industry in sivakasi. The employees working in the various crackers companies were been the prominent part for the research at sivakasi. From the population 225 employees need selected as a sample by using convenience sampling method. Descriptive research is used for this study.

### V. DATA ANALYSIS AND INTERPRETATION:

#### A. Demographic Analysis

Through the structured questionnaire the research is made and the various demographic variables were analyzed. The table 1 shows the demographic profile of the study.

Table 1: Analysis of Demographic Profile

#### B. Descriptive statistics

The table 2 shows the descriptive statistics of the research. The Job awareness and training, Health and safety measure, work place atmosphere and adequate wages and compensation are the factors of employee needs and

| Demographic Variables | Frequency | Percentage |      |
|-----------------------|-----------|------------|------|
| Gender                | Male      | 104        | 46.2 |
|                       | Female    | 121        | 53.8 |
| Age                   | 18-25     | 47         | 20.9 |
|                       | 25-35     | 71         | 31.6 |
|                       | 35-45     | 75         | 33.3 |
|                       | >45       | 32         | 14.2 |
| Wages                 | 1000-2500 | 20         | 8.9  |
|                       | 2500-5000 | 97         | 43.1 |
|                       | 5000-7500 | 82         | 36.4 |
|                       | >7500     | 26         | 11.6 |
| Experience            | 0-3 Year  | 48         | 21.3 |
|                       | 3-6 Year  | 79         | 35.1 |
|                       | 6-10 Year | 59         | 26.2 |
|                       | >10 Year  | 39         | 17.3 |
| Marital Status        | Married   | 121        | 53.8 |
|                       | Unmarried | 104        | 46.2 |

expectations. The term low turnover, Job satisfaction and High productivity are the impact of quality of work life in the organization. From the table 2, based on the mean value the ranking towards employees Needs and expectation are Workplace Atmosphere (22.21) , Job Awareness and Training (21.81), Adequate Wages and Compensation (21.55), and Health and Safety Measures (21.55). Similarly the impact of quality of work life as follows High Productivity (21.95), Job Satisfaction (21.33) and Low Turnover (21.25).

| Employees Needs and Expectation | Minimum | Maximum | Mean  | Std. Deviation |
|---------------------------------|---------|---------|-------|----------------|
| Job Awareness and Training      | 18      | 25      | 21.81 | 2.950          |
| Health and Safety Measures      | 19      | 25      | 21.55 | 2.189          |
| Workplace Atmosphere            | 18      | 25      | 22.21 | 2.764          |
| Adequate Wages and Compensation | 19      | 25      | 21.55 | 2.189          |
| Impact of Quality of Work Life  | Minimum | Maximum | Mean  | Std. Deviation |
| Low Turnover                    | 18      | 25      | 21.25 | 3.068          |
| Job Satisfaction                | 18      | 25      | 21.33 | 2.075          |
| High Productivity               | 18      | 25      | 21.95 | 3.049          |

Table 2: Mean and Standard Deviation of Employee needs and Expectation and its Impact of Quality of work life

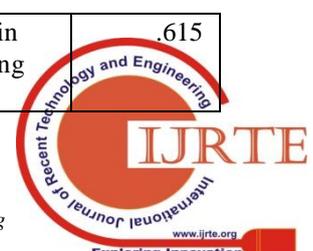
#### C. Factor Analysis

##### C.a. Factor Analysis for Employees needs and Expectations

The factors considered for the employee needs and expectation will be analyzed by factor analysis. The factors of employee need and expectation has 4 factors which will be analyzed through 5 items, in total 20 items has been considered for the analysis.

Table 3 : KMO and Bartlett's Test

|  |      |
|--|------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .615 |
|--|------|



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| Bartlett's Test of Sphericity |          |
|-------------------------------|----------|
| Approx. Chi-Square            | 3822.827 |
| Df                            | 190      |
| Sig.                          | .000     |

From the table 3, the result was fair because of the KMO value is greater than 0.5 and significance is 0.000 which shows that the identified variables are satisfactory.

| Communalities                              |       |         |            |
|--|-------|---------|------------|
| Factors of Employees Needs and Expectation | Items | Initial | Extraction |
| Job Awareness and Training                 | JA1   | 1.000   | .616       |
|  | JA2   | 1.000   | .538       |
|  | JA3   | 1.000   | .696       |
|  | JA4   | 1.000   | .496       |
|  | JA5   | 1.000   | .540       |
| Health and Safety Measures                 | HS1   | 1.000   | .743       |
|  | HS2   | 1.000   | .869       |
|  | HS3   | 1.000   | .675       |
|  | HS4   | 1.000   | .740       |
|  | HS5   | 1.000   | .799       |
| Workplace Atmosphere                       | WA1   | 1.000   | .737       |
|  | WA2   | 1.000   | .613       |
|  | WA3   | 1.000   | .714       |
|  | WA4   | 1.000   | .861       |
|  | WA5   | 1.000   | .723       |
| Adequate Wages and Compensation            | AW1   | 1.000   | .640       |
|  | AW2   | 1.000   | .715       |
|  | AW3   | 1.000   | .703       |
|  | AW4   | 1.000   | .773       |
|  | AW5   | 1.000   | .233       |

Extraction Method: PCA.

PCA: Principal Component Analysis

**Table 4: Communalities for Employees needs and Expectations**

The communalities indicate the variance of each identified items in the research.

| Component | Total Variance Explained |               |              |                                     |               |              |                                   |               |              |
|-----------|--------------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Initial Eigen values     |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|           | Total                    | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 7.818                    | 39.092        | 39.092       | 7.818                               | 39.092        | 39.092       | 5.108                             | 25.538        | 25.538       |
| 2         | 2.576                    | 12.878        | 51.970       | 2.576                               | 12.878        | 51.970       | 4.382                             | 21.910        | 47.448       |
| 3         | 1.741                    | 8.705         | 60.675       | 1.741                               | 8.705         | 60.675       | 2.494                             | 12.471        | 59.919       |
| 4         | 1.287                    | 6.433         | 67.107       | 1.287                               | 6.433         | 67.107       | 1.438                             | 7.189         | 67.107       |
| 5         | 1.075                    | 5.375         | 72.483       |                                     |               |              |                                   |               |              |
| 6         | 1.032                    | 5.162         | 77.644       |                                     |               |              |                                   |               |              |
| 7         | .836                     | 4.179         | 81.823       |                                     |               |              |                                   |               |              |
| 8         | .687                     | 3.434         | 85.257       |                                     |               |              |                                   |               |              |
| 9         | .555                     | 2.773         | 88.031       |                                     |               |              |                                   |               |              |
| 10        | .550                     | 2.750         | 90.781       |                                     |               |              |                                   |               |              |
| 11        | .404                     | 2.019         | 92.799       |                                     |               |              |                                   |               |              |
| 12        | .313                     | 1.566         | 94.365       |                                     |               |              |                                   |               |              |
| 13        | .255                     | 1.274         | 95.638       |                                     |               |              |                                   |               |              |
| 14        | .226                     | 1.129         | 96.767       |                                     |               |              |                                   |               |              |
| 15        | .201                     | 1.004         | 97.771       |                                     |               |              |                                   |               |              |

|    |      |      |         |  |  |  |  |  |  |
|----|------|------|---------|--|--|--|--|--|--|
| 16 | .150 | .751 | 98.522  |  |  |  |  |  |  |
| 17 | .118 | .590 | 99.112  |  |  |  |  |  |  |
| 18 | .093 | .466 | 99.578  |  |  |  |  |  |  |
| 19 | .070 | .349 | 99.927  |  |  |  |  |  |  |
| 20 | .015 | .073 | 100.000 |  |  |  |  |  |  |

Extraction Method: PCA.

**Table 5. Total Variance Explained for Employees needs and Expectations**

The table 5 gives the insights about the Eigen values of each factor, Rotation Sums of Squared Loadings. The first factor consists of 25.538 % of the variance. Based on the items considered, the every employee expects the job awareness and training at the work place. In order avoid the accidents and other work related issues the organization must provide the training to the employees. Based on the terms discussed, the first factor of the Employees needs and Expectations is **“Job Awareness and Training”**.

**The second factor has 21.910 % of the variance.** Today's business scenario the employee is most valuable asset. Each employee separately concentrated and so we have to give more attention to retain employee in the work place. The reason for the accidents at the work place will be monitored very carefully and the organization has to implement the proper preventive action plan. Henceforth the researcher defines the factor **“Health and Safety Measures”**.

The third factor has 12.471 % of the variance. Effectiveness and efficiency of the employee derived from the place at which the employee working. So the third factor named as **“Work Atmosphere”**

The last factor has the variance of 7.189 %. In order to develop the economic status and life style of the individual who are working in the various industry day and night. The last factor named as **“Adequate Wages and Compensation”**

**C.b. Factor Analysis for Quality of Work life**  
The factors show the result of the Quality of Work life and their willingness analyzed by factor analysis. The factors of Quality of Work life scrutinized by means of 3 factors. Each factor has 5 items, in total 15 items were considered for the analysis.

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .797     |
|--|----------|
| Bartlett's Test of Sphericity                    |          |
| Approx. Chi-Square                               | 3133.087 |
| Df   | 105      |
| Sig.   | .000     |

**Table 6: KMO and Bartlett's Test**

From the table 6, the result was fair because of the KMO value is greater than 0.5 and significance is 0.000 which shows that identified variables are satisfactory.

| Communalities                   |       |         |            |
|---------------------------------|-------|---------|------------|
| Factors of Quality of Work life | Items | Initial | Extraction |
| Low Turnover                    | LT1   | 1.000   | .863       |
|                                 | LT2   | 1.000   | .879       |
|                                 | LT3   | 1.000   | .891       |

|                         |     |       |      |
|-------------------------|-----|-------|------|
|                         | LT4 | 1.000 | .921 |
|                         | LT5 | 1.000 | .811 |
| Job Satisfaction        | JS1 | 1.000 | .401 |
|                         | JS2 | 1.000 | .758 |
|                         | JS3 | 1.000 | .565 |
|                         | JS4 | 1.000 | .635 |
|                         | JS5 | 1.000 | .578 |
| High Productivity       | HP1 | 1.000 | .787 |
|                         | HP2 | 1.000 | .507 |
|                         | HP3 | 1.000 | .750 |
|                         | HP4 | 1.000 | .785 |
|                         | HP5 | 1.000 | .643 |
| Extraction Method: PCA. |     |       |      |

Table 7: Communalities for Quality of Work life

Total Variance Explained

| Component               | Initial Eigen values |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-------------------------|----------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|                         | Total                | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1                       | 6.572                | 43.810        | 43.810       | 6.572                               | 43.810        | 43.810       | 4.941                             | 32.939        | 32.939       |
| 2                       | 2.647                | 17.646        | 61.456       | 2.647                               | 17.646        | 61.456       | 4.254                             | 28.362        | 61.301       |
| 3                       | 1.554                | 10.360        | 71.815       | 1.554                               | 10.360        | 71.815       | 1.577                             | 10.515        | 71.815       |
| 4                       | .987                 | 6.577         | 78.393       |                                     |               |              |                                   |               |              |
| 5                       | .729                 | 4.860         | 83.253       |                                     |               |              |                                   |               |              |
| 6                       | .589                 | 3.923         | 87.176       |                                     |               |              |                                   |               |              |
| 7                       | .454                 | 3.030         | 90.206       |                                     |               |              |                                   |               |              |
| 8                       | .409                 | 2.724         | 92.930       |                                     |               |              |                                   |               |              |
| 9                       | .310                 | 2.068         | 94.998       |                                     |               |              |                                   |               |              |
| 10                      | .247                 | 1.647         | 96.645       |                                     |               |              |                                   |               |              |
| 11                      | .175                 | 1.169         | 97.814       |                                     |               |              |                                   |               |              |
| 12                      | .121                 | .810          | 98.624       |                                     |               |              |                                   |               |              |
| 13                      | .099                 | .657          | 99.281       |                                     |               |              |                                   |               |              |
| 14                      | .089                 | .591          | 99.873       |                                     |               |              |                                   |               |              |
| 15                      | .019                 | .127          | 100.000      |                                     |               |              |                                   |               |              |
| Extraction Method: PCA. |                      |               |              |                                     |               |              |                                   |               |              |

Table 8: Total Variance Explained Communalities for Quality of Work life

From the Table 8, the first outcome factor has the variance of 32.939 %. The quality of product, brand name and reputation always depends upon the quality of employee. In recent years, the industries are struggling to retain the employee in their organization. In order to reduce the labor turnover, every employer started analyzing the various strategies and policies. Therefore the researcher has taken the first outcome factor as “labor turnover”.

The second factor has the variance of 28.362%. The Jeyarathnam and Malarvizhi (2011) strongly believe the satisfying needs and expectation, Fair wages, Good working

condition, Employee and employer relationship, Safety and healthy working atmosphere are the factors of job satisfaction. Many researchers analyzed the factors of job satisfaction. Based on the above terms the second outcome factors of Quality of Work life is “Job Satisfaction”.

The final outcome factor has the variance of 10.515 %. From the above two outcomes, the factor have the positive impact over the performance of the employee. When an employee get satisfied with the job, then his/her performance enhanced drastically. Henceforth the final outcome factor of Quality of Work life is “High Productivity”.

D Correlation Analysis

D.a. Correlation analysis between factors of Employees Needs and Expectation

| Correlations Analysis           |                     |                            |                            |                      |                                 |
|---------------------------------|---------------------|----------------------------|----------------------------|----------------------|---------------------------------|
|                                 |                     | Job Awareness and Training | Health and Safety Measures | Workplace Atmosphere | Adequate Wages and Compensation |
| Job Awareness and Training      | Pearson Correlation | 1                          | .758**                     | .709**               | .758**                          |
|                                 | Sig. (2-tailed)     |                            | .000                       | .000                 | .000                            |
|                                 | N                   | 225                        | 225                        | 225                  | 225                             |
| Health and Safety Measures      | Pearson Correlation | .758**                     | 1                          | .580**               | 1.000**                         |
|                                 | Sig. (2-tailed)     | .000                       |                            | .000                 | .000                            |
|                                 | N                   | 225                        | 225                        | 225                  | 225                             |
| Workplace Atmosphere            | Pearson Correlation | .709**                     | .580**                     | 1                    | .580**                          |
|                                 | Sig. (2-tailed)     | .000                       | .000                       |                      | .000                            |
|                                 | N                   | 225                        | 225                        | 225                  | 225                             |
| Adequate Wages and Compensation | Pearson Correlation | .758**                     | 1.000**                    | .580**               | 1                               |
|                                 | Sig. (2-tailed)     | .000                       | .000                       | .000                 |                                 |
|                                 | N                   | 225                        | 225                        | 225                  | 225                             |

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 9: Correlation analysis between factors of Employees Needs and Expectation

From Table 9 shows the relation between the factors of Employees Needs and Expectation. The first factor “Job Awareness and Training” is having the positive relationship with other factors of employee’s needs and expectation. From the observation the first factor having the least relationship with Workplace Atmosphere (0.709) and highest relationship with other two factor equally “Health and Safety Measures” and “Adequate Wages and Compensation” (0.758).

The second factor “Health and Safety Measures” is having the lowest contribution towards “Workplace Atmosphere” (0.580) and highest positive contribution with “Adequate Wages and Compensation” (1).

The third factor “Workplace Atmosphere” having higher value with “Job Awareness and Training” (0.709) and lower value with other two factors equally “Health and Safety Measures” and “Adequate



Wages and Compensation” (0.580). The last factor “**Adequate Wages and Compensation**” is having robust and good relationship with “Health and Safety Measures” (1) and least relationship with “Workplace Atmosphere”(0.580).

**D.b. Correlation analysis between factors of Quality of work life.**

| Correlations Analysis  |                     |              |                  |                   |
|--|---------------------|--------------|------------------|-------------------|
|  |                     | Low Turnover | Job Satisfaction | High Productivity |
| Low Turnover   | Pearson Correlation | 1            | .140*            | .540**            |
|  | Sig. (2-tailed)     |              | .036             | .000              |
|  | N                   | 225          | 225              | 225               |
| Job Satisfaction   | Pearson Correlation | .140*        | 1                | .558**            |
|  | Sig. (2-tailed)     | .036         |                  | .000              |
|  | N                   | 225          | 225              | 225               |
| High Productivity  | Pearson Correlation | .540**       | .558**           | 1                 |
|  | Sig. (2-tailed)     | .000         | .000             |                   |
|  | N                   | 225          | 225              | 225               |
| *. Correlation is significant at the 0.05 level (2-tailed).  |                     |              |                  |                   |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |              |                  |                   |

**Table 10: Correlation analysis between factors of Quality of Work Life**

From Table 10, it’s observed that the relation between the factors of quality of Work Life having positive correlations between the other factors. The outcome factor “**Low Turnover**” is having the highest positive relationship with “High Productivity” (0.589) and least relationship with “Job Satisfaction” (0.140).

The other factor “**High Productivity**” is having strong relationship with “Job Satisfaction” (0.558) and weak relationship with “Low Turnover” (0.540). The satisfaction level of employees will enhance the high productivity.

**V.RESULT AND DISCUSSION**

It clearly states that the “**Job Awareness and Training**”, “**Health and Safety Measures**” were the most influential factor in employees expectation in fireworks industry. These two factors highly influence the quality of work life in an organization. These factors lead the “**Low Turnover**” and “**High Productivity**” in the organization. Almost the prime vision of every business people is “**High Productivity**” and it fulfills the employee expectation reasonably for the growth of an organization. The factors may be common or portrait for other similar types of industry.

**VII. CONCLUSION**

Today’ business scenario the expectation of employees been rapidly increased with the market demand. The management has undergone a lot of experience, in satisfying the demand of both external and internal customer in the business. In order to fulfill the demand of the market and

competitive rivalry, every management has to take a very crucial role in fulfilling the expectation of employees in the organization. By satisfying and fulfilling the expectation of employees in the organization, regardless lead to the innovation and sustainable competitive advantages in the world class business. The basic expectation of every employee is Job awareness and training, Health and safety measure, work place atmosphere and adequate wages and compensation. Once the basic expectation gets fulfilled in the organization, it will automatically lead to the enormous changes in the quality of work life such as low turnover, Job satisfaction and High productivity.

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