

A Case Study on Quality of Work Life with Respect to Dakshina Kannada Co-operative Milk Union Ltd.

Anjali Ganesh*

Abstract

Since people are the main resources in an organisation, their productivity and efficiency depends upon the work quality they are experiencing in the organisation. The basic purpose of Quality of Work Life (QWL) is to provide improved working conditions to the employees so that they contribute their best in the work in particular and organisation in general. The study tries to investigate the measures of QWL taken by Dakshina Kannada Co-operative Milk Union Ltd (DKMUL). It was observed that the DKMUL's QWL initiatives were exemplary and employees in majority have praised it. The study proposes a model of QWL that can be productively applied to DKMUL in particular and other relevant industries in general based on the findings of the study.

Keywords: Remuneration, Allowances, Safety measures, Organisational Hierarchy, Experience

Introduction

The concern of Quality of Work Life (QWL) is taking a centre stage in providing good working conditions to the employees across all the sectors. Since people are the main resources in the organisation, their productivity and efficiency depends upon the work quality they are experiencing in the organisations. The basic purpose of QWL is to provide improved working conditions to the employees so that they can contribute their best in the work in particular and organisation in general. QWL is a goal, as well as a process. The goal is the creation of more involving, satisfying, and effective job and work environment for people at all levels of the organisation.

As a process, QWL involves efforts to realise this goal through active participation of the employees. The study tries to investigate the measures of QWL taken by Dakshina Kannada Co-operative Milk Union Ltd (DKMUL).

Literature Review

All economic activities are directly or indirectly aimed at achieving better quality of life. People spend a major part of their time in some economic activities viz. agriculture, industry, mining, fishing, etc. The efficiency of each activity depends on the quality of work life of the people (Rao, 1990). QWL is cooperative rather than authoritarian; evolutionary and open rather than static and rigid; informal rather than rule-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other (Rao, 2005). Quality of Work Life (QWL) has been defined as the quality of relationship between the employees and the total working environment (Nadler & Lawler, 1983). The American Society for Training and Development appointed a task force on the QWL in 1979. The task force defined quality of work life as, a process of work organisations which enables its members at all levels to actively participate in shaping the organisations environment, methods and outcomes. This value-based process is aimed toward meeting the twin goals of enhanced effectiveness of organisation and improved quality life at work for employees (Skrovan, 1980). According to this definition, quality of work life is a process of work organisation designed to enhance the effectiveness of an organisation and improve the quality

* Department of Business Administration, St Joseph Engineering College, Vamanjoor, Mangalore, Karnataka, India.
Email: anjaliganeshk@gmail.com

of work life of its employees. QWL is concerned with the overall climate of work and the impact on work and people as well as on organisation's effectiveness. Quality of work life is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation. Daniel (1982) of the American Society of Training and Development stated that his committee had given a definition on the quality of work life as a process for work organisation which enables its members at all levels to actively participate in shopping the organisation's environment, methods and outcomes. This value-based process is aimed toward meeting the twin goals of enhanced effectiveness of the organisation and improved quality of life at work for employees.

In the words of Mansell and Rankin (1983), quality of working life is the concrete expression of a particular set of beliefs and values about people, about organisations and ultimately about society. Cascio (1986) specifies the meaning of quality of work life in two characteristics: the former means working environment and other practices within the organisation such as job enrichment, democratic supervision, employee involvement and safe working conditions. The latter is related to safety, good relationships between employees and employers, growth of career path and development of the working environment. Robinson and Alston (1988) assert that the key determination of the quality of work life is whether an individual feels off and a contributor to the industrial environment in which he or she earns his/ her living. They further observed that the quality of work life is related to the ease with which people can undertake tasks they require to undertake and thus gives the performance necessary to the economic vitality of the business. QWL is a process by which an organisation responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. By providing good quality of work life, one can eliminate the exploitation, injustice, inequality oppression and restrictions which tamper the continuous growth of human resource which in turn leads to its overall development. The basic purpose is to develop work environments that are excellent for people as well as for the economic health of the organisation. QWL, as it is understood today, includes four essential elements:

- The programme seeks to promote human dignity and growth.
- Employees work collaboratively.

- They determine participation in work changes.
- The programmes assume compatibility of people and organisational goals.

QWL, in short, refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work (Rao, 2005).

According to Hackman and Suttle (1977) concept and practice of QWL has broad and diverse and many use this phrase in their own way, for example, to some, quality of work life refers to industrial democracy, increased worker participation in corporate decision-making, or a culmination of the goals of the human relations movement of two decades ago. To others, especially those in management, the term suggests any of a variety of efforts to improve productivity through improvements in the human rather than the capital or technological inputs of production. Unions and worker representatives often view changes in the quality of work life as leading to a more equitable sharing of the income and the resources of the working organisation and to more humane and healthier working conditions. Thus, efforts to improve quality of work life are seen as closely akin to organisational development programmes. The benefits of QWL initiative go to both employees and employers. Employees trust that with the presence of QWL initiatives they feel safe, relatively well-satisfied and able to grow and thus can develop as human beings. The more specific benefits that QWL yields for the organisation as well as the employees are listed here:

- More positive feelings towards one's self, one's job and the organisation.
- Improved physical and psychological health.
- Greater growth and development of the individual as a person and as a productive member of the organisation.
- Decreased absenteeism and turnover, and fewer accidents.
- Higher quality and quantity of output of goods and services (Dwivedi, 2012).

QWL helps to increase individual productivity through which it enhances organisational effectiveness (Hian & Einstein, 1990). QWL factors such as, job variety, challenge, training, performance appraisal, health and safety, pay and benefits, job security and meaningful job were discussed in the literature of the work from

Nachmias (1988), Carlson (1980), and Guest (1979). Walton (1974) explains quality of work life in terms of eight broad conditions of employment that constitute desirable quality of work life (QWL). He proposed some of the criterion such as, a) adequate and fair compensation, b) safe and healthy environment, c) growth and security, d) development of human capabilities, e) the total life space, f) constitutionalism, g) social integration, and h) social relevance for measuring QWL. Employees today are more likely to express a strong desire to have a harmonious balance among career, family life and leisure activities. This has been suggested at the international level the need for national policies in many countries. It is very important for organisations to help their employees to balance their work and non-work demands (Lewis, 1997). Thus, QWL also must ensure effective space for personal life. Learning opportunities and skill discretion have also proven to have a positive influence on job satisfaction and lead to better quality of work life. With respect to learning, greater autonomy on job increases the acquisition and application of knowledge whilst greater participation is held to promote cognitive growth via enhanced knowledge transfer among employees. Such a job environment expands knowledge base, leads to a better understanding of how the job is related to other organisational practices and a greater ability to solve problems (Rethinam & Maimunah, 2008).

Adhikari (1992) observed that jobs are less challenging and workers are less creative and innovative in their respective field and workers are strongly in favour of opportunity for overtime work, education, training and development, promotion and participation, and they believe that opportunity positively links to job satisfaction of workers. The success of QWL initiatives depends on openness and trust, information management, organisational culture, partnership between management and workers (Casio, 1992). Equally important, responsibility of improving QWL is concerned, it should be jointly shared by employees, owners, union leaders and governments through legislations (Hackman & Suttle, 1977). The role of these stakeholders is most vital in protecting rights and interests of the workers and employees. QWL can become successful only with the concerted partnership between employees, owners, union and government.

Customer needs and wants are satisfied when they perceive goods and services to have value that meets or exceeds their expectation (Anderson & Sullivan, 1993).

Likewise, employee needs and wants are satisfied when they perceive that rewards from the organisation, including compensation, promotion, recognition, development, and meaningful work, meet or exceed their expectation (Havlovic, 1991). When employees' needs are not met, they are likely to experience work-life stress which may have adverse consequences on their well-being and job performance (Gallie, 2005). Quality of work life programmes attempt to address almost every aspect of an employee's working life, many of that are related to HR policies and strategies (Harrington & Ladge, 2009). QWL positively nurtures a more flexible, loyal, and motivated workforce, which is essential in determining the company's competitiveness (Meyer & Cooke, 1993).

Management of a business is responsible to co-ordinate human and material resources for achieving organisational objectives. It is very easy to handle material resources. But without efficient use of human resources, management can never accomplish objectives of the undertaking. Even in those industries where automatic machines have been introduced, labour is still regarded as a dominant factor for increasing the profitability. No industry can be rendered efficient so long as the basic fact remains unrecognised that it is principally human. It is not a mass of machine and technical processes but a body of men. It is not a complex of matter, but a complex of humanity. It fulfills its functions, not by virtue of some impersonal force, but by human energy. Its body is not an intricate maze of mechanical device but a magnified nervous system (Sheldon, 1923).

Whatever may be the interpretation, quality of work life is most debated and debatable topic to both employer and employees. One of the reasons for the growing importance of quality of work life could be the realisation on the part of employees about their rights and growing unionism. Workers are no more illiterate. They do not completely depend upon the mercy of management for their existence. Most of the lower level workers also have primary education. Thanks to the efforts of the government in this regard. They are more united now than ever. Every worker tends to join some union or the other for their own protection and well being. Unions put in, all their efforts to educate its members to realise their rights and also to what they can expect from management in return of what they contribute. It is not only monetary benefits, though monetary benefit still occupy the first place in the list of elements like physical working conditions, job

reconstructing and job-redesign, career-development, promotional opportunities are also gaining importance rapidly. As such, the workers expect the management to improve all these facilities which thereby, improve quality of work life. When organisations provide good quality of work life, employees concentrate more on their individual and group-development. The management can get their attention with their high motivation and morale which paves way for rapid and smooth human resource development. Not many micro studies have been done on QWL in the area of dairy industry. Thus in order to fill the gap in the relevant area present study on 'Quality of Work Life with respect to Dakshina Kannada Co-operative Milk Union Ltd' was taken up.

DKMUL-A brief background

The DKMUL is situated in Kulshekar. This is 8.5 km away from Mangalore airport of Bajpe. The union here covers an area of 12 acres of land. The union is situated at the right place where all provisions are available. The union is divided into two units one for production and others for administrative, finance and marketing purpose. Canteen and employee society is situated in the centre point of the union. It is near to all departments. The union was established during the year 1986 covering the Dakshina Kannada and Udupi district jurisdiction. The union has two dairies at Mangalore and Manipal with processing capacity of 160000 litres per day. Dairy development in Dakshina Kannada district started in 1971. Karnataka government started the dairy with capacity of about 10000 litres/ day in Mangalore. It facilitates a systematic procurement and distribution of milk in Dakshina Kannada district. At the time the dairy was expected to meet the demands from nearby village only, and due to lack of technological facilities this dairy could not achieve the target. In 1974 the Canara milk cooperative union was established in Manipa with the capacity of about 10,000 liters/ day by providing technical assistance to Udupi, Kundapura and Karkala talukas. Its distribution started with the animal husbandry department and Canara milk producers and Canara milk producers union. But on 15th February 1985 the Government of Karnataka transferred the management of Mangalore dairy to the Karnataka Co-operative Milk Producers Federation Ltd (KMF) and in Dakshina Kannada milk at present 621 primary milk societies are affiliated to this union and supply the milk from the village milk products. This is a co-operative

institution which is owned and managed by milk producers. The union is having distribution arrangement to all taluks of Dakshina Kannada and Udupi district. At present union is distributing about 2.25 lakh litres of milk per day. Other than procurement and distribution of the milk it also produce some special products like ghee, butter milk, *peda*, *lassi*, Mysore Pak, flavoured milk etc. under the brand name Nandini which is also a brand name of KMF all over Karnataka.

Statement of the Problem

A good quality of work life acts as a motivator to all the employees in an organisation and makes them productive. With the growing competition and decline in the market share, it becomes all the more important for the organisations to retain and motivate the employees. In this context, quality of work life plays a critical role in all the organisations by maintaining peaceful industrial relationship. Unfortunately, despite the facts being clear, some people find themselves with a low quality of work life. They may be forced to take a job they don't enjoy because of personal or financial circumstances such as a lack of options or education or qualifications. Since QWL used to some of the important outcome variable such performance, productivity, job satisfaction, job security, welfare facilities and industrial harmony reference the present study has great relevance. So, to understand the practices of QWL the present study is taken up in DKMUL with the following objectives.

Objectives of the Study

Since QWL deals with the people in the organisation, the present study is taken up at DKMUL with the following objectives:

- To understand the QWL initiatives followed by DKMUL.
- To understand the important variables which affect the quality of work life of the employees at DKMUL.
- To study the influence of age on QWL. To study the influence of gender in response to QWL.
- To analyse the influence of experience of job on QWL.
- To study the influence of organisational hierarchy on QWL.

- To suggest a model of QWL that can be productively applied to DKMUL in particular and other relevant industries in general.

Research Methodology and Sampling

KMF has 13 milk unions throughout the state which procure milk from primary Dairy Cooperative Societies (DCS) and distribute milk to the consumers in various towns/cities/rural markets in Karnataka. One of them is DKMUL. The present study has been done at DKMUL, Kulshekar, Mangalore. Total population of DKMUL was 270 employees in the year 2014-15. Amongst those 81 were white collar employees and 189 were blue collar employees. 120 sample respondents were chosen from DKMUL for the study that constituted 45 percent of the population. Employees were selected using stratified convenience sampling technique to make sample representation appropriate and relevant. 51 employees working at the operating level, 64 employees at the middle level and 5 at the administrative level were the constituents of the sample. The study covers remuneration policy, favourable and safe environment, employment benefits, job security, healthcare benefits, scope for better career opportunities, flexibility in work schedule, employee participation, insurance and pension, social security, and welfare measures provided by the management to its employees and its impact on QWL. Data was analysed using SPSS software and relevant tests such as chi square test, T test and ANOVA were used.

Findings

The following are the important findings in the present study:

QWL Initiatives at DKMUL

DKMUL believes that growth and the work environment facilitate the prosperity of the employees. The welfare schemes provided by DKMUL not only help to uplift the lives of the employees alone but also their families. The steps taken by the organisation to ensure quality of work life are as follows:

Remuneration and Other Allowances

Salaries include over time allowance and general holiday payment. Other benefits such as, every employee is given

half a litre of milk at concession rate of 50 percent from January to February and one litre of milk from November to December. During two festivals viz., Ugadi and Ganesh Chaturthi half a kg of ghee is given to the employees free of cost.

Washing Allowance

The employee of DKMUL is paid washing allowance of Rs 75 per month. Every year the worker gets new uniform. Male: 2 pants, 2 shirts, 1 pair of shoe, 1 pair of socks. Female: 2 sarees, 2 blouses, one pair of sandals.

Conveyance Allowance

It pays employees with two wheelers to amount of cost of 1.5 litres or 10 litres depending on the basic pay and the type vehicle. Employees with no vehicle get of 8 litres of petrol allowance per month. In the post of Assistant Manager and above whose base pay will be Rs. 36600, the employees with four wheelers will get 25 litres. Bus travellers will get 11 litres of petrol. The employees who use two-wheelers get 20 litres of petrol if their pay is Rs. 8000 per month and above. The employees who use two-wheelers get 15 litres petrol if their pay is less than Rs. 8000 per month.

Shift Allowance

The employees get shift allowance at rate of Rs. 6 for first shift, at rate of Rs. 8 for second shift and at rate of Rs. 10 for third shift.

Leave Travel Concession

The employees get leave travel concession once in two years. The leave travel concession is given to employees who stay away from the family and it is given so that the employees can meet their family. This facility ensures a good work life balance.

Medical Benefits

Employees who are paid more than Rs. 6500 per month (basic+ DA+ city compensatory allowance) are eligible to claim the medical benefits. The medical benefits are Rs. 1000 per 3 months. The medical insurance of Rs. 100000 each for employee and his/ her family is given.

Festival Allowance

For festival purpose each employees in the union is provided with festival advances of Rs. 5000 per year. This

is one of the greatest motivators to make the employees feel that there is a good quality of work life in the organisation.

Other Facilities

Drinking Water Facility

There is also drinking water facility in the company. On each floor, there is drinking water facility. In the processing unit, administrative block and in each room and every corner there is safe drinking water facility available to the employees.

Rest Room

There are good rest rooms facilities are provided to ensure that the employees are properly rested and they can work efficiently in the organisation. Rest rooms are provided with drinking water facility and fans so that the employees can rest properly in the break.

Latrines and Urinals

There are latrines and urinal facility for the employees so that the surrounding will be clean. It was observed that the latrines and urinals are present on every floor of DKMUL for the convenience of the employees. DKMUL has taken into consideration of all the rules and regulation that are specified in Factories Act, 1948.

Housing Facility

DKMUL also provides housing facility to the middle and top level employees. The housing facility is given to the employees who come from far away places. This gives locational advantage, takes off the challenge of travelling and makes life convenient for the employees.

Canteen Facility

There is a canteen for the employees in DKMUL where they get subsidised food. As per the Factories Act, 1948 the canteen facility is also provided by DKMUL.

Understanding the Important Variables which Affect the Quality of Work Life

(a) Satisfaction with the Pay: Out of the 120 respondents, it was identified that 28 percent of the respondents strongly agreed that they have a great satisfaction on the pay they are getting, on the other hand 64 percent of the

respondents agreed that they have satisfaction on the pay and 7.5 percent are neutral. This study shows that the management at DKMUL provides fair compensation for the work done which is appreciated by the employees of the DKMUL. The 7.5 percent of the respondents who have given neutral opinion are either low performers or belonging to a category who are not satisfied with any kind of pay.

(b) Favourable and Safe Working Environment: Out of 120 respondents, it was identified that 12 percent of the employees strongly agree that there is favourable and safe working environment, on the other hand 75.4 percent agreed that there is favourable and safe working environment and only 11.6 percent were neutral for favourable and safe working condition. This study shows that the management at DKMUL ensures that all the safety measures such as good lighting, ventilation, measures to fight fires and adequate safety covers from all the machineries are in place.

(c) Happy with Promotional Criteria: Out of 120 respondents, it was identified that 16.67 percent of respondents strongly agreed with the promotional criteria that was offered to them, on the other hand 46.34 percent of the respondents agreed on it, i.e. they were convinced with the promotional criteria that is offered to them and 24 percent of the respondents were neutral in their opinion and rest 12 percent disagreed that they were happy with promotional criteria.

From this study it was observed that at least 63 percent have expressed their satisfaction regarding the promotional activities of the company however it was also seen that some people were unhappy with the system.

(d) Opportunities to Express Ideas and Opinions: Out of 120 respondents, it was identified that 30 percent of the employees strongly agreed that they can express ideas and opinions. 40.83 percent of employees were neutral regarding the expression of their ideas and 19.17 percent disagreed that their ideas and opinion can be expressed. This result shows that the management needs to revisit and be more open in seeking the ideas and opinions whenever necessary irrespective of the authority and responsibility.

(e) Concern about the Social Security and Welfare Measures: Out of 120 respondents, it was identified that 65 percent of the employees agreed that DKMUL is concerned with social security and welfare measures,

on the other hand 29.33 percent of employees were neutral in their approach and 5.67 percent of employees disagreed that DKMUL is concerned with social security and welfare measures of employees. The management needs to collect indirect feedback from the employees itself regarding the welfare facilities that are lacking in DKMUL and can incorporate corrective measures.

(f) Happiness with First aid and Canteen Facility: Majority of the respondents, i.e. 65.84 percent of employees expressed happiness with first-aid and canteen facility and 34.16 percent of employees were neutral regarding first aid and canteen facility. We also see that a small number of employees were neutral in their opinion due to the reason that they felt that the management must take initiatives to improve these facilities further in terms of improving the quality of food.

(g) Happiness with Safety Facilities: Majority of the employees have appreciated the safety facilities at DKMUL. 26.67 percent of employees strongly agreed that they were happy with the safety facility in DKMUL; on the other hand, 56.66 percent of employees agreed that they were happy with the safety facility in DKMUL and 16.67 percent of employees were neutral in with respect to safety facility in DKMUL. Every worker prefers to work in a safe environment. Since a small number of employees are neutral in their opinion due to certain reasons and the management may have to convince the people regarding the safety measures in the work place. It is essential that DKMUL revisits its strategies to improve the safety facilities.

(h) Good Flexibility in Work Timings: Majority (73%) of employees agreed that there is good flexibility in work timings and 27 percent of employees were neutral in giving their opinion. Since employees are given option to work at their convenience with overtime pay for the additional work timing, they enjoy good flexibility in their work timings.

(i) Level of Motivation: Majority of the employees said they were motivated to work in DKMUL. However small number employees disagreed as they were not motivated and is an indication that there is scope to enhance external motivators such as salary, promotion, medical benefits and other social security and welfare measures.

(j) Support Offered on the Job: Out of 120 respondents, it was identified that 15.83 percent of employees strongly agreed with the support that is offered to them at DKMUL, on the other hand 63.34 percent of employees agreed with the support that is offered to them at DKMUL and 15.83 percent of employees were neutral in their opinion regarding support that was offered to them and 5 percent disagreed that they get proper support at DKMUL. The study reveals that there are more employees who think that the management of DKMUL is successful in providing the support to the employees on the job; however a small number of employees disagree because they think that they are getting less support from the management.

(k) Facilities Related to Child Care: 15 percent of respondent employees strongly agreed that there was good facility of child care, on the other hand 40.83 percent of employees agreed that there was a reasonable good facility of child care and 26.67 percent of employees were neutral and 17.5 percent of employees disagreed that there was good child care facility in DKMUL. The employees feel that the creche facility needs to be expanded.

Relationship between Gender and Satisfaction with the Initiatives at DKMUL with regards to Quality of Work Life (QWL)

Relationship between gender and satisfaction with the initiatives at DKMUL with regards to Quality of Work Life (QWL) was analysed with independent sample T test.

Table 1: Group Statistics

	Gender of the respondents	N	Mean	Std. Deviation	Std. Error Mean
Satisfied with the initiative	Male	70	3.9571	.76964	.09199
	Female	50	4.2800	.45356	.06414

Table 2: Independent Samples T-Test Showing the Relationship between Gender and the Response Regarding Satisfaction with the Initiatives of QWL in DKMUL

F		Levene's Test for Equality of Variances		t-test for Equality of Means						
		Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Satisfied with the initiative	Equal variances assumed	7.750	.006	-2.653	118	.009	-.32286	.12167	-.56380	-.08191
	Equal variances not assumed			-2.879	114.344	.005	-.32286	.11214	-.54501	-.10071

The results from Table 2 show that $\alpha=0.05$ t test= -2.653, df= 118, P value =0.006<0.05. Since P value 0.006 is less than $\alpha=0.05$, the results are significant. This shows that there is significant relationship between the gender and the way they responded to satisfaction with the initiatives at DKMUL with regards to QWL. The mean values of

male and female respondents are 3.9571 ± 0.76964 and 4.2800 ± 0.45356 and there is difference between the responses from different genders. The association between the gender and the employees' satisfaction regarding QWL initiatives was further analysed with the help of Chi square test and the results are depicted in Table 3.

Table 3: Chi Square Test Showing the Association between Gender and the Response Regarding Satisfaction with QWL

	Value	df	Asymp. Sig. (2-sided)	Monte Carlo Sig. (2-sided)		Monte Carlo Sig. (1-sided)					
				Sig.	99% Confidence Interval		Sig.			99% Confidence Interval	
					Lower Bound	Upper Bound				Lower Bound	Upper Bound
Pearson Chi-Square	20.755 ^a	2	.000	.000 ^b	.000	.000					
Likelihood Ratio	28.665	2	.000	.000 ^b	.000	.000					
Fisher's Exact Test	25.191			.000 ^b	.000	.000					
Linear-by-Linear Association	6.701 ^c	1	.010	.011 ^b	.008	.014	.005 ^b	.004	.007		
N of Valid Cases	120										

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.17.

Results of Chi square test reveal that since 0 percent of the expected cell count is less than 5, $\lambda^2 = 20.755$ value of Pearson chi-square is considered. Df=2, $\alpha=0.01$, P= 0.00<0.01. This shows that there is significant relationship between the gender and the way they responded to satisfaction with the initiatives with regards to QWL in DKMUL.

Influence of Age on Employees' Satisfaction with QWL at DKMUL

Relationship between age and their satisfaction with the initiatives at DKMUL regarding quality of work life (QWL) was analysed with independent sample T test and the results are shown in Table 4.

Table 4: Group Statistics

	Age of the respondents	N	Mean	Std. Deviation	Std. Error Mean
Satisfied with the initiative	Below 30	68	4.1176	.68086	.08257
	Above 30	52	4.0577	.66902	.09278

Table 5: Independent Samples T-Test Showing the Relationship between Age and the Response Regarding QWL Initiatives

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Satisfied with the initiative	Equal variances assumed	.332	.566	.482	118	.631	.05995	.12449	-.18657	.30648
	Equal variances not assumed			.483	110.848	.630	.05995	.12420	-.18615	.30606

The mean values of respondents who are below 30 and above 30 were 4.1176±0.68086 and 4.0577±0.66902 respectively as shown in Table 4. Analysis from Table 5 shows that α=0.05. t value= 0.482, df= 118, P value =0.566>0.05. Since P value 0.566 is more than α=0.05, the results are not significant. This shows that there is no

significant relationship between the age and the way they responded to satisfaction with the initiatives at DKMUL with regards to QWL. The association between the age and the employees' satisfaction regarding QWL initiatives was further analysed with the help of Chi square test and the results are depicted in Table 6.

Table 6: Chi-Square Test Showing the Association between age and the Response Regarding Satisfaction with QWL

	Value	df	Asymp. Sig. (2-sided)	Monte Carlo Sig. (2-sided)			Monte Carlo Sig. (1-sided)		
				Sig.	99% Confidence Interval		Sig.	99% Confidence Interval	
					Lower Bound	Upper Bound		Lower Bound	Upper Bound
Pearson Chi-Square	.292 ^a	2	.864	.878 ^b	.870	.887			
Likelihood Ratio	.294	2	.863	.878 ^b	.870	.887			
Fisher's Exact Test	.324			.878 ^b	.870	.887			
Linear-by-Linear Association	.233 ^c	1	.629	.680 ^b	.668	.692	.362 ^b	.349	.374
N of Valid Cases	120								

0 cells (.0%) have expected count less than 5. The minimum expected count is 9.53.

Results of Chi square test from Table 6 reveal that since 0 percent of the expected cell count is less than 5, value of Pearson chi-square is considered λ² =.292. DF=2, α=0.01,

P= 0.878 >0.01. This shows that there is no significant relationship between the age and the way they responded to satisfaction with the initiatives with regards to QWL in DKMUL.

Influence of Experience and Organisational Hierarchy in giving Response to QWL Initiatives

Relationship between experience and organisational hierarchy of the respondents and the response regarding QWL initiatives was analysed with the help of ANOVA and the results are depicted in Table 7 and Table 9.

Table 7: ANOVA Showing the Relationship between the Experience and the Response towards QWL

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.313	2	.656	1.458	.237
Within Groups	52.679	117	.450		
Total	53.992	119			

Table 8: Multiple Comparisons LSD Dependent Variable: Satisfied with the Initiative

(I) Experience of the respondents	(J) Experience of the respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
less than 5 years	5 to 10 years	.10909	.13112	.407	-.1506	.3688
	more than 10 years	-.22424	.19546	.254	-.6113	.1628
5 to 10 years	less than 5 years	-.10909	.13112	.407	-.3688	.1506
	more than 10 years	-.33333	.19754	.094	-.7245	.0579
more than 10 years	less than 5 years	.22424	.19546	.254	-.1628	.6113
	5 to 10 years	.33333	.19754	.094	-.0579	.7245

The output from Table 7 shows that $F= 1.458$, $DF=2$, $\alpha=0.05$, $P \text{ value}= 0.237 > 0.05$. Since $P \text{ value } 0.237$ is more than $\alpha=0.05$ the results are not significant. This shows that there is no significant relationship between the experience of respondents and their satisfaction with the initiatives of QWL. The output from the post hoc Table 8 shows that the response given by the people belonging to different experience groups does not have any relationship with the satisfaction level of the employees with regard to the QWL at DKMUL.

Table 9: ANOVA Showing the Relationship between Designation of the Respondent and the Response Regarding QWL

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.148	2	.074	.160	.852
Within Groups	53.844	117	.460		
Total	53.992	119			

Table 10: Multiple Comparisons LSD Dependent Variable: Satisfied with the initiative

(I) Designation of the respondents	(J) Designation of the respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
operating level	middle level	.05515	.12734	.666	-.1970	.3073
	top level	-.08235	.31791	.796	-.7120	.5472
middle level	operating level	-.05515	.12734	.666	-.3073	.1970
	top level	-.13750	.31501	.663	-.7614	.4864
top level	operating level	.08235	.31791	.796	-.5472	.7120
	middle level	.13750	.31501	.663	-.4864	.7614

The output from Table 7 shows that $F= 0.160$, $DF=2$, $\alpha=0.05$, $P \text{ value}= 0.852 > 0.05$. Since $P \text{ value } 0.852$ is more than $\alpha=0.05$, the results are not significant. This shows that there is no significant relationship between the designation of the respondents and the satisfaction with

the initiatives regarding QWL. The output from the post hoc table shows that the response given by the people belonging to different designation does not have any relationship with the satisfaction level of the employees with regard to the QWL at DKMUL

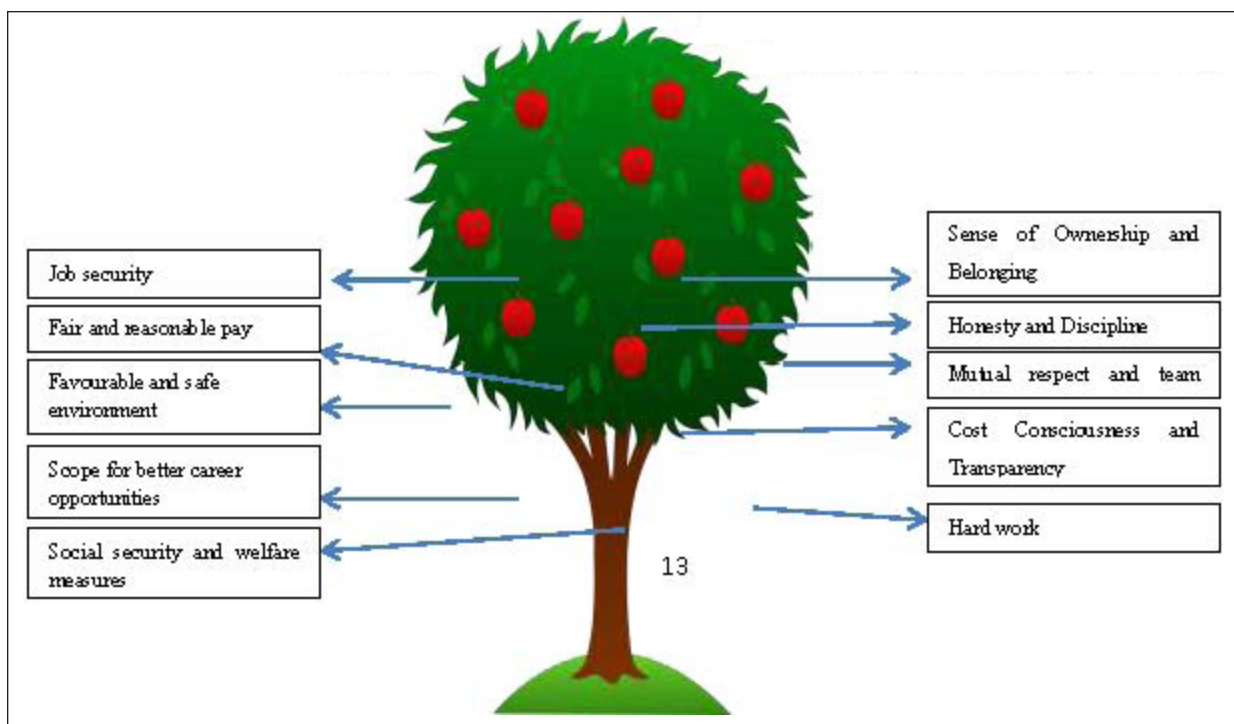


Fig. 1: Model of QWL

The goal of QWL is the creation of more involving, satisfying, and effective job and work environment for people at all levels of the organisation. The whole essence of QWL must be accommodating rather than controlling: evolutionary and open rather than static and rigid; casual rather than rule-bound. QWL must revolve around mutual respect and trust rather than hatred against each other. It must focus on the problem of creating a human working environment where employees work cooperatively and achieve results collectively. As we know, QWL attempts to design work environments so as to maximise concern for human welfare.

An organisation which gives priority to enhance the quality of work life of its employees through job security, adequate compensation, scope for better career opportunities, creation of healthy work environment and the provision of suitable welfare benefits results in increased level of satisfaction, motivation, involvement and commitment and brings transparency and cost consciousness among its employees. Employees feel a sense of ownership and belonging to the organisation and sacrifice their individual interests for the accomplishment of the interest of the organisation. Thus, the QWL model in Fig. 1 proves that when the organisation invests on its employees for improving the quality of work life, the outcome is the healthier, satisfied and productive

employees as well as the efficient, adaptive, and profitable organisation.

Conclusion

The concept of quality of work life is playing a very indispensable role in the field of human resource management. Human resources are an important asset for every organisation. It is also one of the significant factors of production in the organisation. A good quality of work life acts as a motivator to all the employees in an organisation and makes them productive. With the growing competition and decline in the market share it becomes all the more important for the organisations to retain and motivate the employees. Therefore, it is imperative that QWL initiatives are well taken care of in all the on-going organisations.

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