

**QUALITY WORK LIFE OF EMPLOYEES: A CASE STUDY ON
MASCO TEA FACTORY, VAGAMON**

*Dissertation submitted in partial fulfillment of the requirement
for the award of*

Bachelors Degree in Commerce

Submitted by

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CERTIFICATE

Certified that this is a bonafide report of the project work undertaken by Mr. NIKHIL PRINCE (Reg No:170021083294), Mr. NAVEEN K KURIAN (Reg No:170021083291), Mr. NAVEEN JOSHI (Reg NO:170021083290), Mr. NOEL SHAJI (Reg No:170021083269), Mr. MUHAMMED FAAIZ N (Reg No:170021083289) of B. Com Semester VI, in partial fulfilment of the requirements for the award of the master's Degree in Commerce of Mahatma Gandhi University, Kottayam under my supervision and guidance.

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DECLARATION

*I do hereby declare that the project titled “**A STUDY ON QUALITY WORK LIFE OF EMPLOYEES MASCO TEA VAGAMON**” is a bonafide report of the project work undertaken by me in partial fulfilment of the requirements for the award of the Bachelor of Commerce (Computer Application) of Mahatma Gandhi University, under the guidance of **Ms. ANU ANNA BIJU**, Lecturer, Department of Commerce, Saintgits College of Applied Sciences, Pathamuttom, Kottayam. I also declare that this project report has not been submitted by me anywhere, fully or partially for the award of any degree, diploma, fellowship or other similar title or recognition of any university/institute to the best of my knowledge and belief.*

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5) Do you think proper training improves the productivity of the company and employees?

- a. To a great extend b. to a certain extend
c. To a little extend d. not helpfull

6) Do you happen to perform overtime work?

- a. most often b. Sometimes only c. not at all

7) Do you think work compensation package is satisfactory?

- a. satisfactory b. Compared to other companies, its satisfactory
c. not at all satisfactory

8) Do you get overtime compensation?

- a. YES b. NO

9) Do you get enough bonuses, commission and other allowances?

- a. YES b. NO

10) Is it difficult to get leave?

- a. almost b. not really

11) Do you think communication and information flow between higher authorities and work staff is satisfactory?

- a. highly satisfactory b. moderate c. not satisfactory

12) Does the leisure time help you to revive from the stress?

- a. sure b. not really c. not at all

13) Comment on the complaint grievances facilities?

- a. it is functioning very well b. doesn't exist
c. delay in redressing complaints d. exist only for name sake

14) Does the management enquire your suggestion and opinion?

- a. very often b. sometimes c. not at all

15) Do you have enough drinking water, first aid, toilet facilities?

- a. certainly b. not really

16) Do you maintain cordial relations with your colleagues?

- a. certainly b. never

17) Does your organization provide you with any stress relieving activities?

- a. often b. sometimes c. never

18) Have you faced any discrimination?

- a. often b. few experiences c. no such experiences

19) What is the attitude of higher authorities towards subordinates?

- a. friendly and supportive b. authoritative and suppressive
c. doesn't even notice you

20) On a scale of 0-10 how do you rate your happiness and working environment?

21) Do you feel safe and secured in terms of working conditions?

a. certainly b. uncertain c. never

22) Are women employees treated equally with male co-workers?

a. strongly disagree b. Disagree c. neither disagree or agree
d. agree e. strongly agree

23) Are you rewarded for extra efforts?

a. agree b. neither agree or disagree c. disagree

24) Do you think the quality of work life here is motivational?

a. agree b. neither agree or disagree c. disagree

25) What factor here motivates you?

a. salary b. promotion c. safe working condition d.
recognition

CHAPTER-1

INTRODUCTION

1.1 Introduction

Quality of working life is a way of thinking about people, work and organizations. Its focus is both on how people can do work better and how work can cause elementary sense. Quality of work life (QWL) means the spirit, content and methods of relationship between people and work. It also means the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have QWL, while those who are unhappy or whose needs are otherwise fulfilled are said to have a low quality of work life.

QWL is viewed as an alternative to the control approach by considering the human resource as an asset to the organization rather than considering them as mere costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, the organization needs to concentrate on the relationships with employees in order to create a good working pattern among its skilled and expertise employees for the betterment on their work quality which could enhance the growth of the organization as a whole.

The pursuit for improved productivity through human resources has its foundation in the early nineteenth century F.W Taylor developing scientific management theory and creating a new awareness regarding human resources. Prior to the advent of scientific management human resources were considered as a mere instrument of production with regard to work from dawn to dusk. The working conditions were paid scanty attention. The labour was motivated by the lure of money. The scientific management focused mostly on division of labour, hierarchy, close supervision and management principles. These have no doubts brought several benefits to the society from then onwards continuous research and investigations have been undertaken to understand human behavioural work and the ways to improve their job satisfaction, balanced with the aim of the organization to work for better productivity with job and employee satisfaction in order to achieve these twin objective, different approaches have been developed and applied for improvement of quality of working life of employees.

Walton R.E. (1973) attributed the evolution of QWL to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in job and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps emphasis was on "job security due process at the work place and economic gains for the worker". The 1950s and the 1960s saw the development of different theories by psychologist proposing a positive relationship between morale and productivity and the possibility and improved human relations that would lead to enhancement of productivity. Attempts at reforms to acquire equal employment Opportunity and job enrichment schemes where also introduced. During 1970s the idea QWL was evolved, according to Walton as a broader concept that the early developments and something that includes the values, human

needs and aspirations. And international conference was held at Arden House, New York in 1972. It dealt in detail with the practice and theory democratization of work place. In this conference “QWL” was introduced, and the International Council for QWL (ICQWL) was formed to facilitate research on and action for QWL. The first open International Conference was organized in Toronto in August 1981 on QWL.

QWL gained momentum and assumed the proportion of a movement. Some of the members of ICQWL wanted to hold another international conference during 1980s. A large number of managers, union representatives and academicians, attended the conference. Jenkins (1981) observed that the Toronto conference demonstrated that the QWL is becoming an important issue of the ongoing organizational reality to enhance the quality of work of employees.

1.2 OBJECTIVES

The proposed study endeavours to undertake the actual effect of the Quality of Work Life and its aspect of required conditions of working nature in a particular organization. The study is undertaken with the following main objectives:

1. To analyze the working environment in MASCO tea factory.
2. To analyze the level of employee satisfaction.
3. To evaluate the quality of work life among the employees of Masco tea factory.

1.3 SCOPE AND SIGNIFICANCE

The study aims to analyse the human resource problem related with QWL of works employed in MASCO TEA and is expected to provide an insight into the issues of QWL of the employees. The company will be able to identify the problems related to the QWL of its employees, their job satisfaction and work life balance. The study is expected to identify the bottleneck in implementing the QWL programs and perception level of the employees of the implementation of QWL programs successfully and to frame appropriate guidelines and policies to amend QWL programs successfully and to make periodic survey to assess the QWL.

The study of work life of employees is very relevant not only because it helps employees in fulfilling the maximum interest and potential at work but also in enhancing the employees with more engagement and consideration. This warm relation among the two major sections could bring strength and unity as well as act as a positive force in the organization. On the other if working unit remains unpolished there may arise negative impact on the organization.

Dissatisfaction with work affects the workers sometime or another regardless of position or status. The frustration, boredom among employees can be costly to both individuals as well as

the organization. The common aggression leads to increased turnover and disruption of business. The human resource managers seek to reduce this dissatisfaction by increasing the quality of their working time. The efforts of a few proved useful but still circumstances demanded more reforms in this regard. This is because it is difficult to understand different attributes which lead to better working environment.

The profitability of company is a lot linked to its employee's satisfaction. In addition to it exploitation of labours by the management is something which is not recent and exist today also in the motive of higher profits in this so called liberal but a competitive and trust market economy, the companies make us of maximum potential of the employees. Both blue collar and white employees are victims of the exploitations by the management.

The workers have showed their dissent towards such exploitative nature of the management through strikes, lockouts etc. more over the employees 'physical and mental health is affected. This reduces productivity, increases cost and negatively affects organizational operations and effectiveness as well as owners welfare.'

The growing numbers of the companies that focus on QWL improve their relationships with the stakeholders. They can communicate their views politics and performance and complex social issues and develop interest among their key stakeholders like consumers, suppliers, employee's etc. programs which help employees balance their work and leaves outside the work can improve productivity.

A company's recognition and support through its stated values and policies of employee's commitments, interests and pleasures can relive employee's external stress. This allows them to focus on their jobs during the work day and helps to minimize absenteeism. The result can be both enhanced productivity strengthened employee commitment and loyalty. Companies that have family-friendly or flexible work practices have low absenteeism. Sickness rates fall as are managed better. Employees have better methods of dealing with work like conflicts than taking unplanned leave. Workers including the managers who are healthy and not over stressed are more efficient at work at the extreme if family life suffers this may have wider social costs. Companies with QWL have employees with high degree of job involvement. People put their best to their job and report good performance. They achieve a sense of competence and match their skills with requirements of the job. They view their jobs as satisfying the needs of achievement and recognition.

Many organizations including governments, NGOs, investors and the media, consider the quality of employee experience in the work place while evaluating a company. Socially responsible investors, including some institutional investors pay attention to QWL when making investment decisions.

1.4. METHODOLOGY

The aim of the project is to study the measure implemented in connection with Quality of Work Life by the Masco Tea Factory. Both primary and secondary data have been used in the study

1. PRIMARY DATA

The primary data has been collected through structured questionnaire. By using this questionnaire data has been collected from 80 respondents working in MASCO TEA FACTORY.

2. SECONDARY DATA

Secondary data used in the study has been collected from different sources of literature like journals, magazines, textbooks, internet.

3. POPULATION SIZE

The population size is 80.

4. TOOL OF STUDY

The collected data has been analysed and interpreted by using different statistical tools such as percentages, ratios, pie chart, bar chart etc.

5. LIMITATIONS

- 1) Expensive: in order to complete the study, more expenses than expected were incurred.
- 2) Restriction for collecting data: some of the respondents were unwilling to cooperate. A few others were illiterate. Problems relating to language occurred because some were from northern parts of India. Few responses were subject to bias.

6. CHAPTERISATION

The whole project consists of five chapters. They are:

1. **Introduction:** it provides an idea regarding the concept of the project. It consists of objectives, scope and significance, methodology, limitations and chapterisation.
2. **Review of Literature and Theoretical framework:** it provides theories regarding QWL
3. **Data analysis:** in this chapter collected data are tabulated, analyzed and graphically presented.

4. **Findings, suggestions and conclusion:** in this chapter, the results found suggestions after findings various aspects and the conclusion provided.

CHAPTER-2

REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

Literature Review various authors and researchers have proposed model of quality of working life which include a wide range of factors. Selected models are reviewed below ,

1. Rochita Ganguly, Mukherjee (2010), the researcher aimed at the study of Nature of the perceived quality of work life (QWL) of the university employees, the nature of their job satisfaction, the nature of association between QWL and Job Satisfaction. The results indicate that the selected group of university employees perceived different aspects of their quality of work life as either uncongenial viz. Autonomy, top management support and worker's control mainly or they have had a certain amount of dilemma to comment on a few other aspects such as personal growth opportunities and work complexity mainly bearing the potential involving a slight trend of negative opinion.

2. Jeyaratham and Malarvizhi (2011), in their article have discussed about the Quality of work life among Sugar mill Employees in Erode District. The results of the study showed that the basic strategy for improving the quality of work life is first to identify employee's important needs and to satisfy those needs. Hence the study indicated that increase in quality of work life results in increase in productivity and dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relation, poor working condition, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job etc.. The study recommended that promotion policies can be improved by giving grade for designation according to the experience of the employees. Arranging meditation classes and entertainment programmes for the employees can minimize occupational stress.

3. Shiney Chib (2012), Conducted a study on Quality of Work life and organizational performance at work place of a private manufacturing unit, Nagpur ,India through a structured questionnaire containing 31 items related to 6 variables, namely organizational performance, job satisfaction, QWL, wage policy, company policy and union policy. The researcher has formulated two models, one is organization performance depends on QWL, Job satisfaction, wage policy, company policy and union participation and the other one is QWL which depends on Organization performance., job satisfaction, wage policy, company policy and union participation. The collected data were analysed using simple percentage, regression and correlation analysis. The study reveals that both the models stand true and QWL had significant relationship with organizational performance.

4. Bhubaneswar, Sugunya and Vishnu Priya (2013) in their article examined the Quality of work life among employees in Neyveli Lignite Corporation Limited, Tamilnadu. The findings reveals that majority of the respondents are satisfied with their job, nature of job, salary,co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programmes ,health, safety & welfare measure and Quality of work life. It is

also found that all the employee benefits and other facilities shows above neutral on satisfaction .Thus the effort of NLC management for upgrading the living standard of the employees is encouraging and unique.

5. Subburethina Bharathi, Umaselvi, and Senthil Kumar (2011), found no significant difference between sex, family, age, designation, various income levels, type of college, native place of the respondents and their perceived levels of overall quality of work life. On the contrary the study found the significant difference between the department, professional membership, length of service, of the respondents and their perceived levels of overall quality of work life. Quality of work life in teaching environment indicate significant difference between Sex, professional membership, age, type of college, native place, length of service of the respondents and their perceived levels of overall quality of work life in teaching environment, but it was found that there is no significant difference between the department of the respondents, type of family , designation, various income levels of the respondents and their perceived levels of overall quality of work life in teaching environment. There is a significant association between quality of work life total and quality of life in teaching environment total. It shows QWL of college teachers is in low level.

6. Amita Gupta and Priyanka Chaudhary (2012), in their study examines the study on Quality of work life among employees of BPO sector in NCR Region.. The study found that there is dissatisfaction among the employees regarding the Quality of work life in BPO sector. It reveals that the factor determining the dissatisfaction with the QWL in that organization were Lack of Income & fair Compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth etc Shalini Sheel Bhawna Khosla Sindhvani,Shashank Goel and Sunil Pathak (2012), together presented an article regarding Quality of work life,Employee performance and Career Growth Opportunities- A literature review. They discussed the model given by various authors like Walton, Hackman and Oldham, Taylor, war & colleagues, Mirvis & Lawlyer,Baba & Jamal Ellis etc. They conclude that in the post scenario, HR managers have to struggle with presenting staff morale and job satisfaction. In this Scenario, high Quality of work life is essential for organization to continue to attract and retain employees.

7. Gayathri and Lalitha Ramakrishnan (2013), in their article an attempt is made to review the literature on quality of life to identity the concept and measurement variable along with linkage to satisfaction and performance. They discussed review of various authors about quality of work life-concept and dimensions QWL-job satisfaction and performance. Thus this paper the identification of measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee wellbeing.

8. Pallavi, Kulkarni (2013) in his article examined about the literature review on training and development and quality of work life. They analysis various authors views regarding the role of training and development in different aspects and its relation with the employee's quality of work life. Based on the reviews it was concluded the training moulds the employee's attitude and helps them to achieve a better co-operation within the organization. Training and

development program improve the quality of work life by creating an employee supportive workplace.

9. Vaarmathi and Hema Dhalakridhnan (2013) in their study reckon the effects of quality of work life in textile sectors in and around Coimbatore district. The factors that were considered are salary, fair compensation, opportunities,, job rotation, Authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The Anova test reveals that there is no significant difference in the mean opinion on job rotation, training and there is significant difference for job security and authority to do the work

10. Rathamani and Rameshwari Ramchandra (2013) in their study focused to examine the quality of work life of employees in Textile industry. Sipcot, perundurai. The research findings reveals the facts that motivational insight viz, promotion, insurance protection, training, awards recognition has been influencing factors of quality of work life. Quality of work life influence job security, good working condition adequate and fair compensation and monetary rewards. The respondents have given favourable response on the job satisfaction, safety and healthy working condition opportunities to develop human capacities and opportunities for continued growth and security of their organization. Then also expect higher compensation from their employees.

11. Prethi Vijaimadhavan and. Venkataraman Raju (2013) examines an empirical study on quality of work life of IT professional and the relation between quality of work life and its factors.. The dimensions used to measure QWL in this study are job and career satisfaction, working condition, general well-being work life balance, career prospects and compensation and training and development. The result shows that employee relationship is positively correlated to all the factors of quality of work life. Thus the relationship between management, employee and peer does have great impact in the work life of an individual.

12. Jerome (2013), in his study examines the quality of work life of employees at Jeppiaar Cement Pvt ltd, Perambalur. The researcher study the various factors that influence the quality of work life via compensation safety and healthy working condition opportunities for use and development of skills and abilities, work environment social relationship, welfare measures job satisfaction and overall quality of work life. From the study the researcher arrives the conclusion that the quality of work life contributes to the workers performance in a holistic manner and majority of the respondents were in high level of job satisfaction.

13. Vijay Anand (2013) in his study assess the quality of work life among employees in India Textile industry using Walton's model.. The results with regard to fair and adequate payment shows that among employees opinion this component is lower than the average and their salary is not satisfactory and is not associated with their job. Thus this cause job dissatisfaction among employees.

Conclusion

The studies reviewed relate to different types of occupations (viz.) banking, teaching, nursing, medicine, industry, private and public limited companies;. The studies located and reviewed include both Indian and foreign studies. In the studies reviewed on Quality of Work Life, a number of dimensions were considered for evaluating the job satisfaction of the Professionals. Literatures reviewed have shown that QWL is a multidimensional constructs, these constructs have to be consider during the job design process. In this scenario, high quality of work life is essential for organizations to continue to attract and retain employees. This is the reason QWL concept has gained momentum recently and researches are going on worldwide to find out inputs for framing effective QWL strategies. Moreover the literature review discussed above also supports the relationship between QWL, employee performance and career growth aspects. Still many facets of QWL need to be unexplored through further studies.

CHAPTER-3

THEORETICAL FRAMEWORK

This chapter serves as an introduction and provides the necessary theoretical framework for developing proper perspective of the subject. Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL is sometimes considered as a sub-concept of the broad concept of quality of life, which refers to the overall quality of individual's life. Quality of life includes factors such as income, health, social relationships and other factors such as happiness and fulfilment. "QUALITY OF WORKING LIFE" (QWL) is a term that had been used to describe the broader job related experience an individual has. The pursuit for improved productivity through human resources has its foundation in the early nineteenth century with F.W TAYLOR developing scientific management theory and creating a new awareness regarding human resources. Prior to the advent of scientific management, human resources were considered as a mere instrument of production with regard to work from dawn to dusk. The working conditions were paid scanty attention. The labour was motivated by the lure of money.

The Scientific Management focused mostly on division of labour, hierarchy, close supervision and management principles. These have no doubt brought several benefits to the society. From then onwards continuous research and investigations have been undertaken to understand human behaviour at work and the ways to improve their job satisfaction, balanced with the aim of the organization to work for better productivity with job and employee satisfaction. In order to achieve these twin objectives, different approaches have been developed and applied for improvement of quality of work life for workers.

3.1 Origin of quality of work Life:

Origin of quality of work life (QWL) is dated back to industrial revolution where higher production was the main concern. During this period, ordinary working people found increased opportunities for employment in the new mills and factories. But, strict working conditions with long hours of labour dominated by a pace set of machines exist.

In the year 1930, the concern for QWL evolved during Hawthorne studies by George Elton Mayo where he studied the impact of level of workplace illumination on worker's productivity that workers are not motivated solely by pay but also by total work situation, psychological and social factors. Also, one of the pioneering insights into the real study of human beings at work was F.W Taylor's scientific management principles where it ignores the human elements in production, social and ego needs of people. It was followed by research into job satisfaction in 1935. In early 20th century, legislation was enacted to protect employees from job injury and to eliminate hazardous working conditions. It was followed by unionization movement (1930-1940) where the main emphasis was job security due to the production process and economic gains for the workers. This is comparable to Abraham Maslow's motivational theory of needs

where basic needs like monetary benefits were the first priority followed by safety or security needs. During 1950's and 1960's various theories were developed by psychologists suggesting "a positive relationship between morale and productivity" and the possibility that improvement in human relations would lead to enhancement of both. This can be seen in Frederick Herzberg's motivation hygiene theory which indicates that employee's satisfaction and motivation were influenced more by how employees felt about their work than the specific attributes of their job, including pay and workplace surroundings. Many researches during this period show the relation between work and family life. Fluctuating work environment with competing job and family commitment negatively affects the employees in the form of reduced productivity, lowered morale, increased burnout and turnover. According to Walton, QWL is broader than these earlier developments and is something that must include "the values that were at the heart of these earlier reforms movements and human needs and aspirations. Further development is the theories of motivation and leadership provided a sound base for the concept of QWL. During 1969-1974 a development in the interest on how to develop the quality of individual through on the job experiences can be seen in the work of researchers, scholars, union leaders and government personnel. Further, the united states departments of health, education and welfare sponsored a study on the issue of quality of work life, which led to the publication of work in America. At the same time pressure of inflation promoted the US Government to address on the issues of Quality of Work Life. As a result a Federal Productivity commission was established. This commission sponsored several labour management QWL experiment which were jointly connected by the university of Michigan quality of work life program and the newly evolved national quality of work centre.

The term "Quality of Work Life" Appeared in research journals and press in USA only in 1970's. The term was coined by Louis Davis. In 1972, the first international quality conference was held in Toronto and in the same year, the international council for QWL was established. Since 1980, QWL is placed on employee centric productivity program. In the mid 1990's till today, the importance of workers as the main organizational resource is reflected in the QWL studies conducted during these period. QWL is re-emerging, where employees are seeking out more meanings where there are rising educational level and occupational aspirations in today's slow economic growth. The rising interest in the QWL issue can be seen in the second international conference on QWL held in TORONTO in 1980 where it attracted 1500 participants. The international conference, besides attended by academicians, consultants and government officials a good number of 200 unionist and 750 management people attended the conference.

3.2 QUALITY OF WORK LIFE: Meaning and Concept

Quality of Work Life is there existence of a certain set of organizational condition or practices. This definition frequently argues that a high quality of work life exist when democratic management practices are used, employees jobs are enriched, employees are treated with dignity and safe working conditions exist. Quality of Work Life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. Quality of Work Life is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. Companies interested in enhancing

employees Quality of work life generally try to install in employees the feeling of security, equality, Pride, internal democracy, ownership, autonomy, responsibility and flexibility.

Quality of Work Life denotes all the organizational inputs which AIMS at the employee satisfaction and enhancing organizational effectiveness. QWL refers to the favourable or unfavourable of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. QWL provides a more humanized work environment. It attempts to serve the higher order needs of workers as well as the more basic needs.

Q- Quest for excellence

U- Understanding

A- Action

L- Leadership

I- Involvement of the people

T- Team Spirit

Y- Yardstick to measure progress

The above said are very essential things to improve the work life of employees in the organization.

What is Quality?

"Quality is the ability of a product or services to consistently meet or exceed customer satisfactions." the concept of quality is not applied to all goods and services created by human beings, but also for work place where the employees their employed.

What is work?

"Work can be defined as the application of discretion within limits in order to produce a result."

What is Work Life?

Work life doesn't merely means the facility provided to the Employees during office hours. It comprises of all the collective feelings, which reside in the mind of the employees, while he works in the organization he is in the office or away from it.

3.2.1 DEFINITION OF QWL:

"The overriding purpose of QWL is to change the climate at work so that the human -technical-organizational interface leads to a better quality of work life." Lathan's.

"QWL is the degree to which members of a work organization are able to satisfy important personal needs to their experience in the organization." J. Richard and J. Loy.

3.2.2 Quality of Work Life involves three major parts:

1. Occupational health care:

Safe work environment provides the basis for people to enjoy his work. The work should not pose health hazards for the employees.

2. Suitable working time:

Companies should observe that the number of working hours and the standard limit on overtime, time, of vacation and taking free days before national holidays.

3. Appropriate salary:

The employee and the employer agreed upon appropriate salary. The government establishes the rate of minimum salary; the employer should not pay less than that to the employee. Work represents a role which a person has designed to himself. On the one hand work earns one's living for the Family; on the other hand it is a self-realization that provides enjoyment and satisfaction.

3.2.3 Nature and scope of quality of work life:

Quality of work life is the quality of relationship between employees and total working environment. A great place to work is where "you trust the people you work for, have pride in what you do, and enjoy the people you work with."

Quality of Work Life represents concern for human dimensions of work and relates to job satisfaction and organizational development.

3.2.4 Aspects of QWL:

1. Recognition of work life issues:

Issues related to work life should be addressed by the board and other important officials of the company like why people are not happy, do they need training, why employees Morale is poor and numerous other issues. If these are addressed properly they will be able to build "in people concerned organization".

2. Commitment to improvement:

QWL can be improved if the staff is committed to improvement in productivity and performance. This issue can be taken by the board through staff recognition and support programs. Board should prepare QWL report on periodic basis to boost the system. They can also introduce reward system which will be of help to them.

3. Quality of Work Life teams:

Board members should form the combined team of managers and workers and all the issues and common themes must be identified.

Work Team Spirit = manager + staff

All issues must be addressed like loss of moral lack of trust, increased intensity of work, recognition etc. And commonly, managers and staff should arrive at the solutions.

4. Training to facilitators:

Both the leader and staff can assess the job requirement and decides only what type of training is required to improve the quality of work life.

5. Conduct focus groups:

Formation of focus groups can affect the quality of work life and discuss the questions in a positive way like:

(a) What brought you here today?

(b) What do you feel are the top three issues that affect your quality of work life?

(c) What do you want the organization should do for you?

(d) Do you want company to increase the salary etc.

6. Analyse information from Focus Group:

After the formation of focus groups and their discussions on different issues and collection of information, they information should be analysed to give right direction to organizational activities.

7. Identity and implement improvement opportunities:

It is important to identify and implement the improvement opportunities like communication recognition and non-monetary compensation. Improving support structure constant review of reward and recognition system etc , would help in formulating communication strategies, focusing on leakages between manager and staff.

8. Flexible work hours:

The diverse workforce of today's does not want to work for fixed hours or days. They want flexibility in their work schedule so that professional and personal life can be managed together.

9. Autonomy to work:

Delegation is an essential element of organization structure. People want freedom to work in their own way in teams of forming teams and making decisions. If they are allowed to do so it enhances the QWL an organization with high quality of work life is "an organization that

promotes and maintain a work environment that result in excellent in everything it does-by ensuring open communication, respect, recognition, trust, support, well-being and satisfaction of its members, both, personally and professionally".

The key elements can be described as below:

1. Provides job security
2. Rewards and reorganization
3. Flexibility work timing
4. Increase the employee participation
5. Open communication
6. Career growth plan
7. Job enrichment

3.3 FACTORS INFLUENCING QWL:

1. Fair compensation and job security:

The economic interest of the people derives them to work at a job and employee satisfaction depends at least partially on the compensation offered. Pay should be fixed on the basis of work done, responsibility undertaken, individual skill, performance and accomplishments. Job security is another factor which is in concern to the Employees. Permanent employment provides security to the Employees and improves their Qwl.

2. Safe and Healthy Working Conditions:

Organizations should realize that their true wealth lies in their employees and so providing a healthy working environment for the employees should be there primary objective. Most of the organizations provide safe and healthy working conditions due to humanitarian requirements and or legal requirements. In fact these conditions are a matter of enlightened self-interest.

3. opportunities to use and develop human capacities:

contrary to the traditional assumptions Quality of work life is improved the extent that the workers can exercise more control over his or her work, and the degree to which the job embraces an entire meaningful task but not a part of it. Further provides for opportunities like and autonomy in work and participation in planning in order to use human capabilities.

4. Opportunities for career growth:

Opportunities for promotion are limited in case of cold categories of employees pay the due to educational barriers of due to Limited openings at the higher levels. QWL provides future

opportunity for continued growth and security by expanding one's capabilities knowledge and qualifications and prepare them to accept responsibility at higher levels.

5. Participative management style and recognition:

flat organizational structures help organizations facilitate employee participation's participative management style improves the quality of work life .workers feel that they feel that they have control over their work process and they also offer innovative ideas to improve them. Recognition also helps to motivate employees to perform better recognition can be in the form of rewarding employees for jobs well done.

6. Constitutionalism in the work organization:

QWL provides constitutional protection to the Employees only for desirability as it hampers workers. It happens because the management action is challenged in every action and bureaucratic procedures need to be followed at the level constitutional protection is provided to employees on such matters as privacy, free speech, equity and due process.

7. Work life balance:

Organizations should provide relaxation time for the employees and offer tips to balance their personal and professional life .they should not strain employees personal and social Life by focusing on them demanding working hours, overtime work, business travel, transfers Etc.

8. Social relevance of Work:

Qwl is concerned about the establishment of social relevance to work in a socially beneficial manner the employees self-esteem should be high if his work is useful to the society and the vice versa is also true.

3.3.1 PRINCIPLES OF QWL

In order to humanize work and to improve the qwl four basic principles may be helpful:

1. The principles of security:

Quality of work life cannot be ignored until employees and relieve of the anxiety fear and loss of future employment. The working condition must be safe and fear of economic want should be eliminated job security and safety against occupational hazards is an essential precondition of humanization of work.

2. Principles Of Equity:

There should be a direct and positive relation between efforts and reward. All type of discrimination between people doing similar work and with same level of performance can be eliminated. Equity also request sharing the profit of the organization.

3. The Principles of Individualism:

Employees differ in terms of their attitude, skill, potential etc. Therefore every individual should be provided the opportunity for development of his personality and potential. Humanization of work request that employees are allowed to decide their own pace of activity and design of work operations.

4. The Principles of Democracy:

This means greater authority and responsibility to employees meaningful participation in the decision making process involves the quality of work life.

3.3.2 Importance of Quality of Work Life:

Many companies find that paying attention to the needs of employees and benefit the company in terms of productivity employee loyalty and company reputation.

QWL is important because of the following reasons:

1. Enhance Stakeholder Relations and Credibility: a growing number of companies that focus on qwl improve the relationship with the stakeholders they can communicate their views, policies and performance on complex social issues and develop interest among their stakeholders like customers, suppliers, employees etc.

2. Increase Productivity:

Programs which help employees balance their work and lives outside the work can improve productivity. A company recognition and support through its stated values and policies of employee's compliments, interests and precious can relieve employee's external stress.

This allows them to focus on these jobs during the workday is and the help to minimize absenteeism. The result can be both enhanced productivity and strength and employee commitment and loyalty.

3. Attraction and Retention:

Work Life strategies has become a means of attracting new skilled employees and keeping excess existing ones satisfied. Many job seekers prefer flexible working hours are that benefit they would look for in their job. They would rather have the opportunity to work flexible hours than receive an additional incentive in annual pay.

A. more employees may stay on a job return after a break or take a job with one company over another if they can match their need better with those of their paid work.

B. this result in savings for the employer as it avoids the cost of losing an experienced workers and recruiting someone new.

C. employers who support their staff in this way of fun gain loyalty from their staff.

4. Reduces Absenteeism:

A. companies that have family friendly or flexible work practices have low absenteeism. Sickness rate falls as pressures are managed better. Employees have better methods of dealing with work life conflict than taking unplanned leave.

B. workers who are healthy and not overstressed are more efficient at work.

5. Improve the quality of working lives:

a. Job Satisfaction:

a. minimizing work life role conflict helps prevent Road overload and people have a more satisfying working life, fulfilling their potential both in paid work and outside it.

b. work life balance can minimize stress and fatigue at work enabling people to have safer and healthier working lives. Work place stress and fatigue can contribute to enquiries at work and home.

c. self-employed people control their own work time to some extent most existing information on work life balance is targeted at those in employment relationship however, the self-employment too many benefits from maintaining healthy work habit and developing strategies to manage workflow which enables them to balance band with other roles in their lives .

6. Matches people who would not otherwise work with jobs:

a. parents people with disabilities are those near men earring retirement may increase the workforce participation is more flexible Park arrangements are made. Employment as positive individual and social benefits beyond the financial rewards.

b. Employers may also benefit from a wider pool of talent to draw from participatory to their benefits when skills shortages exist..

7. Benefiting families and communities:

a. in a situation of conflict between work and family but no other suffers overseas studies have found that family life can Infra with paid work. Qwl maintains balance between work and family. Steam if family life supposes this may have wider social costs.

b. involvement in community, cultural, spotting or other activities can be a benefit to community and Society at large. For instance, voluntary participation in school boards of trustees can contribute to the quality of children's education.

Why such activities are not the responsibility of individual employees they make used to support them as community activities and demonstrate good corporate citizenship. These can also develop workers skill which can be applied to the workplace.

8. Job Involvement:

Companies with qwl have Employees with high degree of job involvement people by their best to the job and report good performance. They achieve a sense of competence and Match their skills with the requirements of the job. They view their job as satisfying the needs of achievements and recognition this reduce absenteeism and turnover, thus saving organizational cost of recruiting and training replacements.

9. Job commitment:

Job involvement leads to job commitment and job satisfaction. People whose interest is protected by their employees experience high degree of job satisfaction. This improves job output.

10. Company Reputation:

Many organizations including government NGOs, investors and the media consider the quality of employee experience in the workplace when evaluating a company socially responsible investors including some institutional investors pay specific attention to qwl when making investment decisions.

3.3.3 APPLICATIONS

Regular assessment of quality of working life can potentially provide organizations with important information about the Welfare of their employees, such as job satisfaction general wellbeing work related stress and the home working inference. Studies in the UK University Sector have shown a balance measure of quality of working life exist and can be used as a basis for effective interventions.

Worrall and Cooper(2006)important that a low level of well-being at work is estimated to cost about 5 % to 10 percentage of Gross National Product per annum at quality of working life as a theoretical construct remains relatively and explore and unexplained within the organizational psychology research literature.

A largest chunk of most people lives with be spending at work. Most people recognize the importance of sleeping well and activity try to enjoy the leisure time that they can be snatched. But all too often people tend to see Walker something they just have to put up with, or even something they don't even expect to enjoy.

Some of the factors used to measure quality of working life pick up on things that doesn't actually make people feel good but which seems to make people feel bad about bad if those things are absent. Challenging work can make them feel good similarly opportunities for career progression and using their abilities can contribute to someone's quality of working life.

A publication of the National Institute of clinical excellence (NICE) emphasizes the role of assessment and undertaking of the way working environment pose risk for psychological well-being though lack of control and excessive demand .The Embassy place to buy n i c e 1

assessment and monitoring well-being springs from the fact that these processes are the key first step in identifying areas for improving quality of working life and addressing risk at work.

3.4 DIMENSIONS OF QUALITY OF WORK LIFE:

A number of attempts have been made to identify various dimensions of qwl by the "philosophers and Research scholars". somehow emphasized the importance in working condition leading to better quality of working life while others feel a fair compensation and job securities should be emphasized"(Mirza,S.Saiyadain,1995).Hackman and Suttle (1997) design qwl from various viewpoints

(1)From a professional viewpoint, it is an industrial democracy increased workers participation in corporate decision making or a culmination of the goals of human relations;

(2)From the management perspective, it is a variety of efforts to improve productivity through improvement in the human rather than the capital or technological Input of production.

(3)From the standpoint of individual workers, it refers to the degree to which members of work organizations are able to satisfy important personal needs through their experience in the organization.

(4)From union's perspective: it is a more equitable sharing of the income other resources of the work organization and more human and healthier working conditions.

(5)Ask a philosophy, it means the quality of the content of relationship between the man and his task in all its diversity;

(6) The relationship can be approached from diverse viewpoints including the men the organization and the society embracing job design work organization basic human needs and value and social concepts.

3.4.1 PROBLEMS IN IMPROVING QWL:

Though every organization attempts to improve the employer employee relations and do it the quality of work life of employees problems may occur in effective implementation of QWL programmers.

These problems may occur because of:

1. poor reward and recognition:

People will not do their best when they feel that employer's commitment in terms of reward and recognition is lacking. Commitment is a mutual phenomenon. When employers want to get the best from employees but do not give them rewarded recognition people will not be committed to work.

2. Dead-end jobs:

Work which does not offer opportunities for growth and promotion is one of the greatest reasons for employees de motivation and non-commitment. Job which deprive employees of self-development and growth opportunities lead to high dissatisfaction and disloyalty.

3. Managing by intimidation:

Mistreating people and managing them by tracks and embarrassment lead to employee's dissatisfaction and weekends their commitment. In a best seller book the loyalty links Denis G MC Cathy has introduced managing by intermediation as one of the seven ways which undermine employee's loyalty.

4. Negative working environment:

Non acceptance by college non-cooperation, too much politics and negative behavior buy college supervisors and other people in the company also hamper commitment. At the end of the day people want peace of mind this is not available in the work environment which discourages them to show total support to the company.

5. No job security:

One of the major needs of employees is job security if the employee feels that he can lose his job anytime he would not be committed to the company's goals.

6. Negative attitude:

Some people by nature are not committed to do anything and anyone as such I would not be committed to the Employees also. Commitment is an attitude and those who like it will not be committed to their jobs.

3.4.2 WAYS TO IMPROVE THE QUALITY OF WORK LIFE:

1. Reward and recognition:

There should be a reward and recognition system that includes both material as well as psychological reward. Reward begins commitment and the bottom line of any employees to work is to earn proper reward and recognition, this is the main reason by everyone but can't once there is given to an employee he will be motivated to invest more time and energy in his job.

2. Growth opportunities:

Another powerful measure which can be course commitment alone employees is growth opportunities provided by the company. Growth and development is an inborn need of human being and everyone deserves to achieve growth. There are many ways by which a company can adopt to help its employees growth.

Providing opportunities for Greater responsibility, promotion, value added jobs, meaningful and worthwhile job and teach culture enable employees to grow and develop. Once they recognize that growth of the company will result in their growth they will put in committed efforts.

3. Respect and Boosting Self Esteem:

Whenever the status people equally need respect a good manager respect people at all levels in turn, they will always try to prove him right by doing whatever is necessary in 1989, a pacemaker manufacturing company has initiated a major organizational improvement program including quality teams.

In one of the meeting by taking to the factory workers who were involved asked in the general manager address them are said "we are very lucky to have you in this factory paying only for you two hands and using your brains for free. you are very capable people because each one of you have this excellent assets we would highly appreciate if from today own words in addition to your hands you also use this greatest asset for bringing new ideas and suggestions on how we could improve our performance".

The workers felt great and respected as a result day committed with their heart and soul and made the project is totalling successful. The company achieved enormous result the when people are respected they do their best to attain success for any project or company plan.

4. Vision and Get Supported:

Commitment cannot be achieved if people do not know commitment to other what organizations and its leaders must provide a compelling vision of the future to the Employees. People will eat if they can visualize what they are supported to achieve.an effective leader be motivate people by giving them a vision of what they can become and how they can transform their organizations. People are vision directed.

As such every organization must provide clear vision to its people. Additionally, employees must be helpful to align their actions towards achievement of the vision. A good vision must be challenging meaning something worth that extra effort and sacrifice. Challenging the employees to create new standard of excellence produce powerful and positive result.

Vision is a group effort and it must be communicated shared and supported by everyone in the company. a good manager will make the company mission compatible with the employees individual vision and dreams in life.it can be done by showing employees how achievement of the organization will contribute to their life in the form of good salary, better working condition, career advancement, or share holdings. People will give their best if they are clear about reward asking people work for their reason not ours.

5. Mutual Commitment:

In order to get support from employees, employer should initiate it in terms of leadership by example of self-commitment. They should provide proper tool and equipment, advocate training and the other input needed by the people for their successful performing their jobs.

6. Good Working Environment:

Today most of the working people spend their major portion of time at work. One major factor which employers would highly appreciate is the congenial working environment, where they are happy to work with others. Teamwork, Corporation, friendship with colleagues and mutual respect are the signs of a good working environment which attract employees and persuade them to stay longer with the company.

In contrast to many political backbiting and other negative practices discourage people to work with the company unless they have no other place to work in. A good working environment binds employees among themselves and with organization.

7. Empowerment:

Empowerment means giving people the power, authority, freedom and the responsibility to carry out their jobs. This gives them a sense of control over their work and makes them feel worthy of doing things on their own. Empowerment leads to greater job satisfaction and sense of control which can result in better commitment and loyalty.

Empowerment is an important motivational tool that makes employees independent by giving them the means, ability and authority to do their work.

8. Hiring the right people:

One of the worst mistakes companies can make is hiring wrong people with negative attitude, low job competence who do not meet the requirements of the jobs they are hired for. To sustain a good force of committed employees, companies need to hire right people with the desired skill and capabilities.

9. Work Life Balance:

Helping employees to achieve balance between the work and personal lives encourages people to stay with the organization. Many studies have revealed that work life balance is one of the main concerns of employees. Organizations which enable employees to balance work and family responsibilities have a positive impact on employees' decision to stay with them.

10. Out of the way Help:

One of the highly appreciated things especially in Eastern culture is out of the way help people receive from their employees and managers. Depending on situations, things like visiting employees when they are sick, attending their relatives, wedding or support to depression are some of the out of the way things which managers can do for their employees. These gestures are normally reciprocated by employees in the form of commitment to their employers.

3.5 COMPANY PROFILE

Masco Tea - an Organic Tea manufactured from the beautiful landscape of Vagamon, a small picturesque town in the hills of Kerala in South India. The MALANAD SERVICE CO-OPERATIVE BANK LTD, which was established in 1970 under the Chairmanship of Mr. Cherian Abraham, under took a prestige project, a Tea Processing Unit- with an aim to save the poor member farmers to get an adequate price for the green tea leaves. In 1995, they started to produce tea leaves. But there were several hurdles waiting for them and after suffering severe setbacks, the bank authorities decided to set up a tea factory by itself. On 02.11.2000, the society started the new venture, Tea Processing Unit at Vagamon and for thousands of farmers, this was a ray of hope and a dream come true.

"MASCO Tea" a whole some refreshing drink is the product of Malanad Co-operative Tea Factory. MASCO Tea is made from tender green tea leaves produced by well-trained member farmers in the high mountains of Idukki District. MASCO Tea is a pure hygienic tea, produced in our fully mechanized modern factory in the tourist center, Vagamon by eminent technicians. Purity and cleanliness is the mission of our company.

Tea creates a sense of wellbeing, free from intemperance, provides cerebation and stimulates the spinal cord and stomach. Thus MASCO Tea is a medicinal drink made out from natural and well maintained tea gardens.

The promoter of this pious venture is The Malanad Service Co-operative bank Ltd. Vagamon, the first bank in India which set up a tea factory.

Products:

- Masco Hotel Blend Strong
- Masco Hotel Blend
- Masco Home Taste
- Masco Broke Orange Pekoe
- Masco Premium.

CHAPTER-4

DATA ANALYSIS AND INTERPRETATION

Table 4.1

Age wise classification

AGE	NO:OF RESPONDENTS	PERCENTAGE
Up to 30	11	14
30-40	35	44
40-50	24	30
Above 50	10	12
total	80	100

Source: primary data

The table 4.1 shows that majority of the employees belong to the age group of 30 to 40 years old, out of 80 employees 44% of them. Below the age of 30% are between 40-50 years and remaining 14% are up to 30 years and 12% are above 50 years.

Figure 4.1

Age wise classification

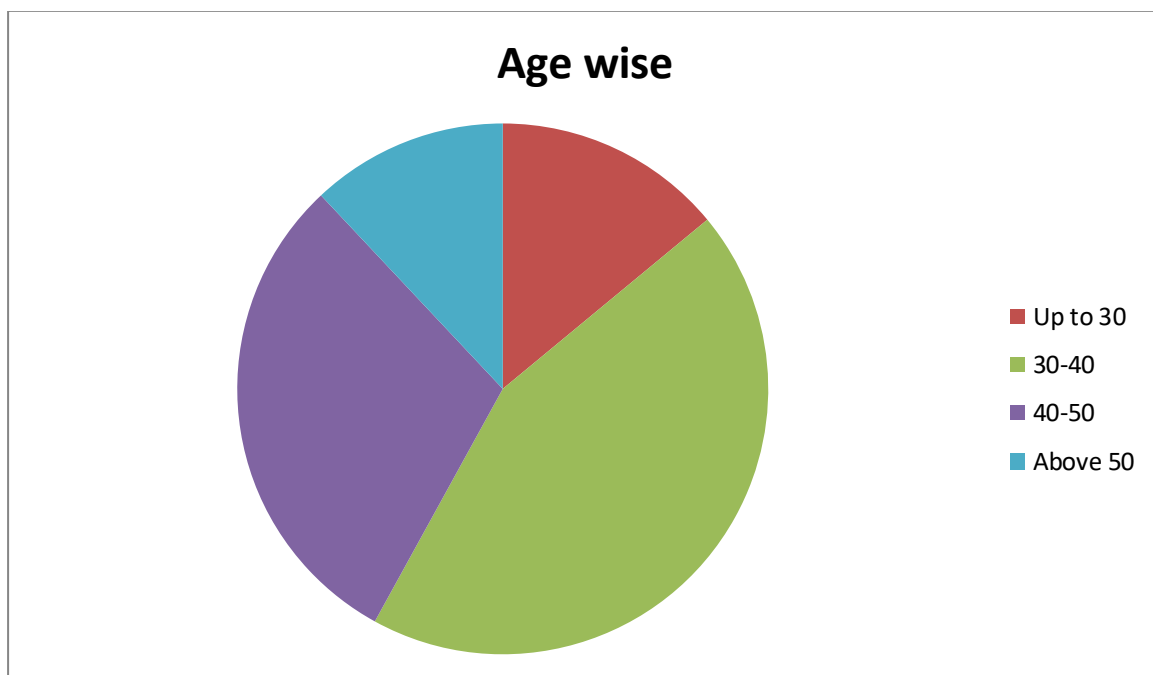


Table 4.2

Workload analysis

Workload pattern	No: of employees	Percentage
Present and able to complete	50	62
Evenly distributed	19	24
Less compared to other companies	8	10
Very high	3	4
Total	80	100

Source: primary data

The table 4.2 shows that out of 80 employees, 4% of the workers comment that workload is high and they are not able to complete their work and 62% comment that workload is present but are not able to complete the task and 20% workload is evenly distributed and the remaining 10% comment that work load is less.

Figure 4.2

Workload analysis

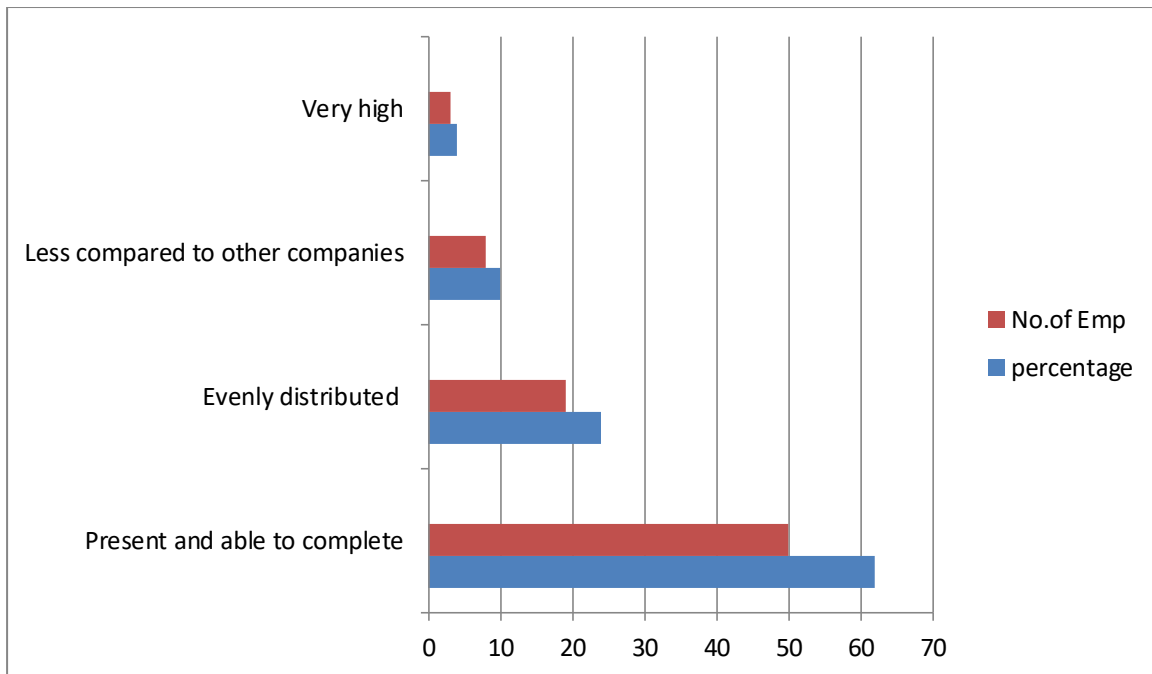


Table 4.3

Gender wise classification

Gender	No: of respondents	Percentage
Male	35	44
Female	45	56
Total	80	100

Source: primary data

The table 4.3 shows that 44% of the total employees i.e. 35 employees are male and on the other hand, only 56% of the workers are women.

Figure 4.3

Gender wise classification

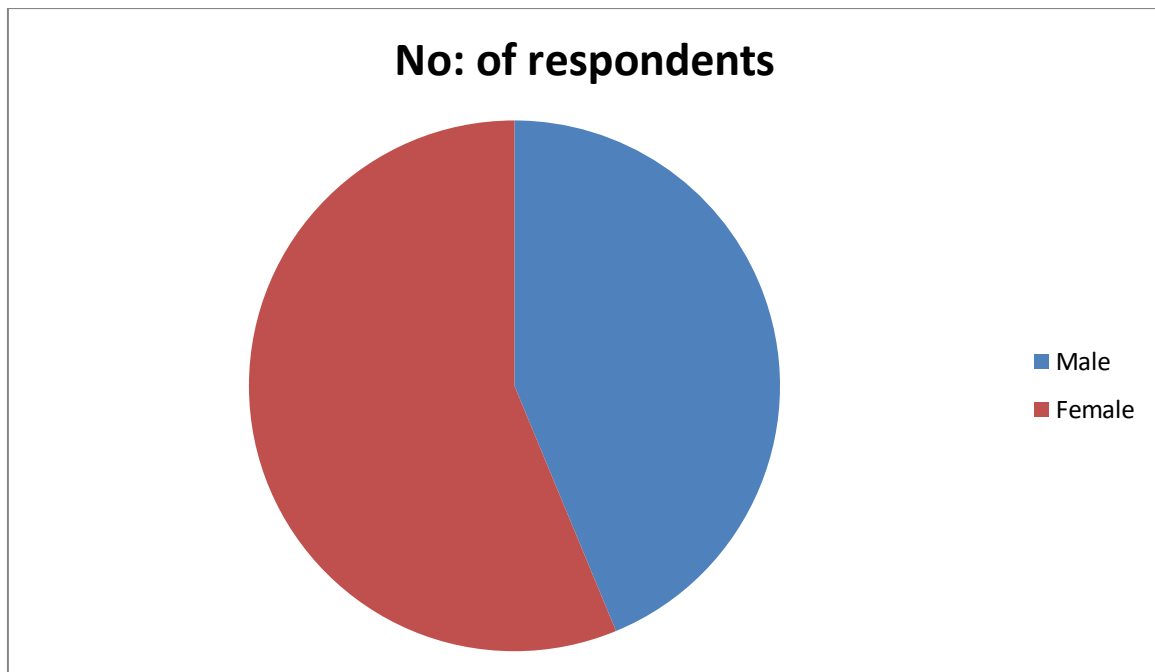


Table 4.4

Classification of the opinion of the respondents regarding gender equality

Workers opinion	No: of employees	Percentage to total
Strongly disagree	32	40
Neither agree nor disagree	26	32
Disagree	13	16
Agree	6	8
Strongly agree	3	4
Total	80	100

Source: primary data

The table 4.4 depicts that the 40% of the respondents strongly disagree with the fact that there is gender equality and 16% of the workers is of the opinion that there is no gender equality. 32% neither agree nor disagree and the remaining 8% and 4% agree and strongly agree with the fact that there exists gender equality in this company respectively.

Figure 4.4

Classification of the opinion of the respondents regarding gender equality

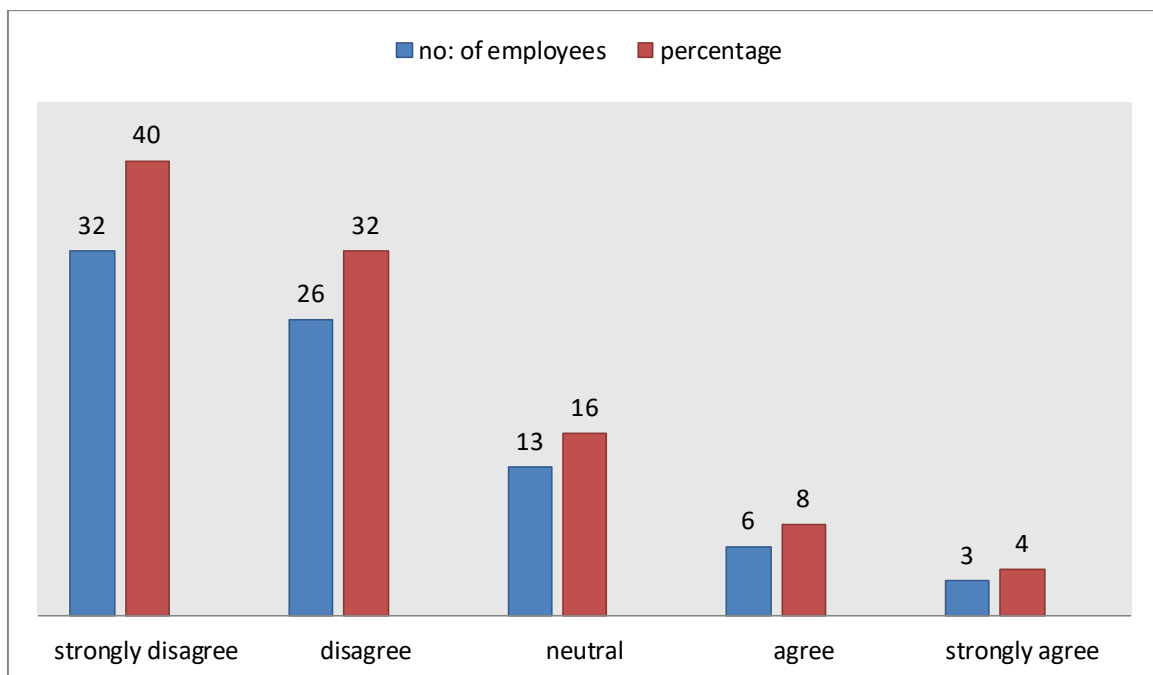


Table 4.5

Employee's satisfaction regarding compensation package

Category	No: of employees	Percentage
Satisfied	53	66
Not satisfied	27	34
total	80	100

Source: primary source

These table 4.5 shows that the total number of employees who are satisfied with the present compensation package is 66% and that of non-satisfactory workers constitute 34% of the total employees.

Figure 4.5

Employee's satisfaction regarding compensation package

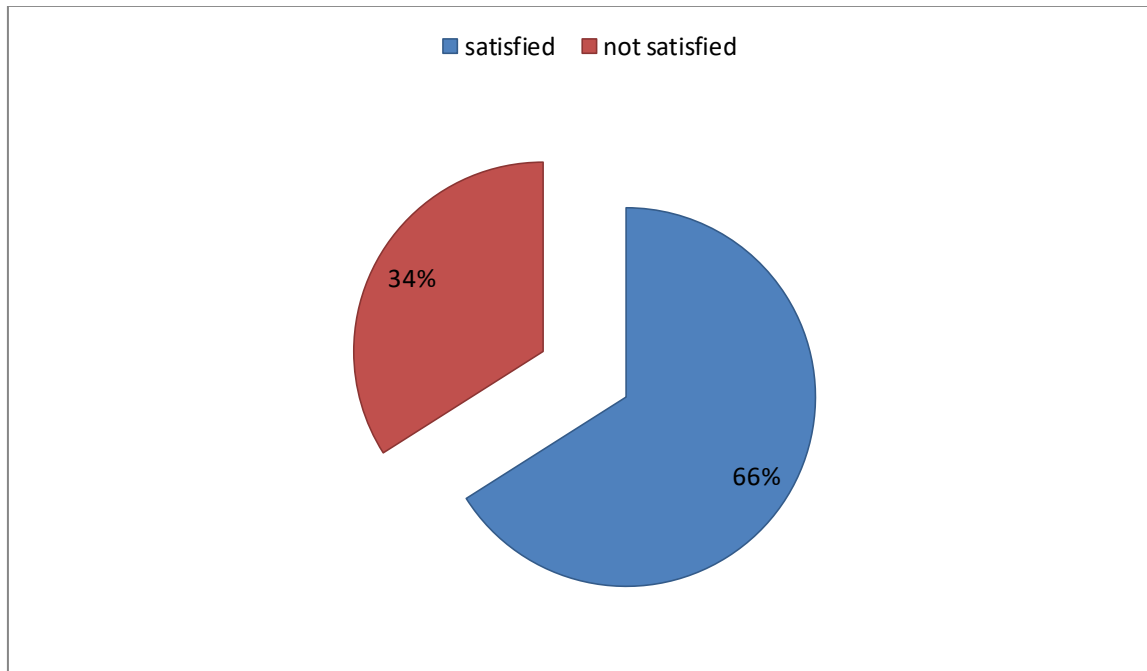


Table 4.6

Analysis on communication between higher authorities and subordinates

Satisfactory level	No: of employees	Percentage
High	38	48
Moderate	32	40
Less	10	12
Total	80	100

Source: Primary data

The table 4.6 depicts the satisfactory level of employees regarding the communication between higher authorities and subordinates. Majority of the employees are satisfied.

Figure 4.6

Analysis on communication between higher authorities and subordinates

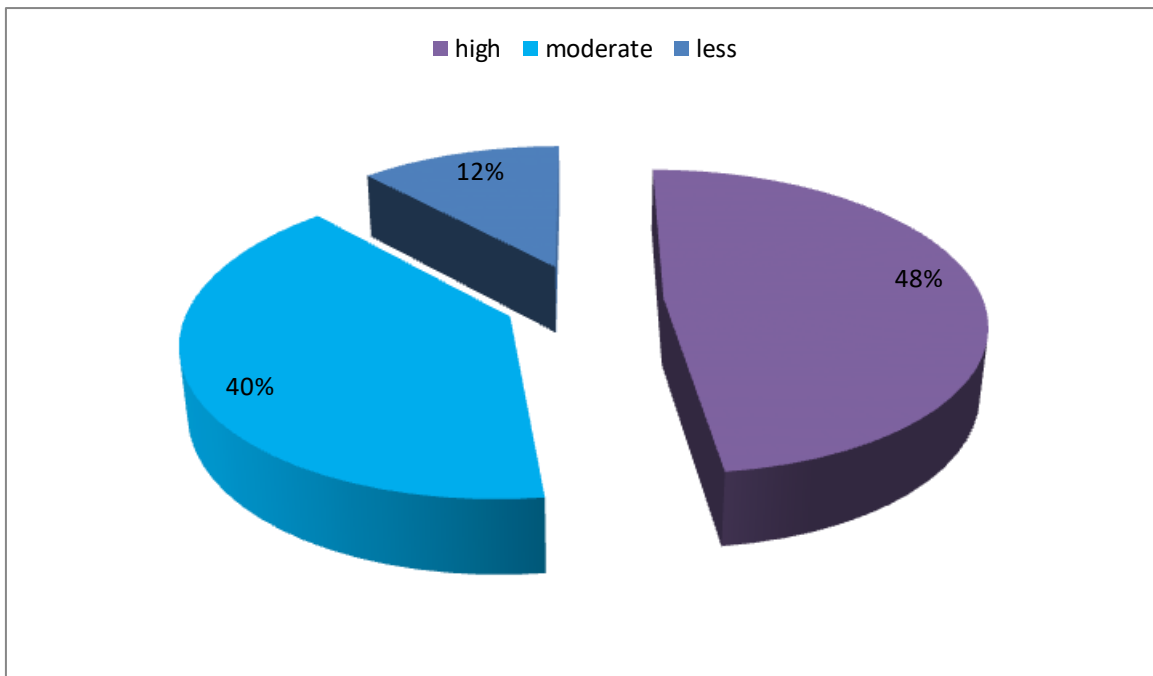


Table 4.7

Analysis and Grievances redresses facilities

Employees opinion	No: of employees	Percentage
Functioning properly	70	88
Presence of delay	10	12
Total	80	100

Source: Primary data

The table 4.7 exhibits the opinion of employees towards the nature of grievances relating to complaints made by the employees. 88% of the employees are of the opinion that the complaint grievances are functioning properly and the rest 12% employees state that there arises the situation of delay.

Figure 4.7

Analysis and Grievances redresses facilities

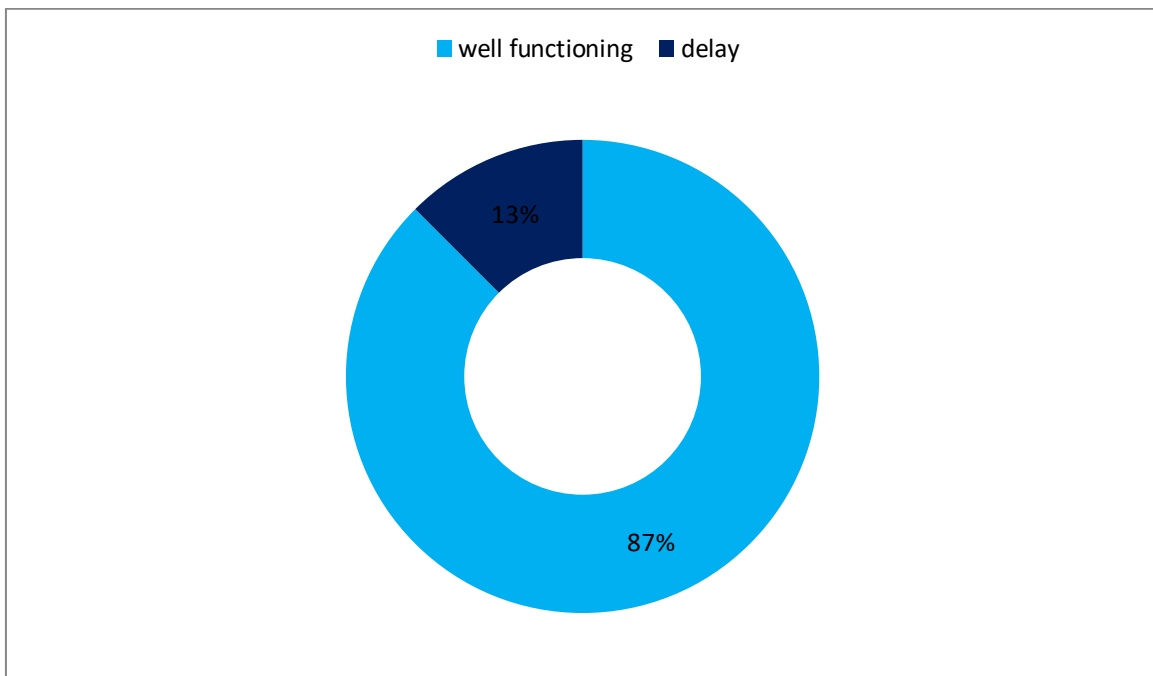


Table 4.8

Range of happiness on a scale of 0-10

Range	No: of employees	Percentage
Up to 5	0	0
6	29	36
7	19	24
8	16	20
9	16	20
10	0	0

Source: primary data

The table 4.8 exhibits the satisfaction of employees regarding to their happiness and working environment on a scale of 0-10. According to that majority of the employees are satisfied. About 36% of the employees show their satisfactory level is mild. 24% shows a moderate; 20% are satisfied and rest are highly satisfied.

Table 4.8

Range of happiness on a scale of 0-10

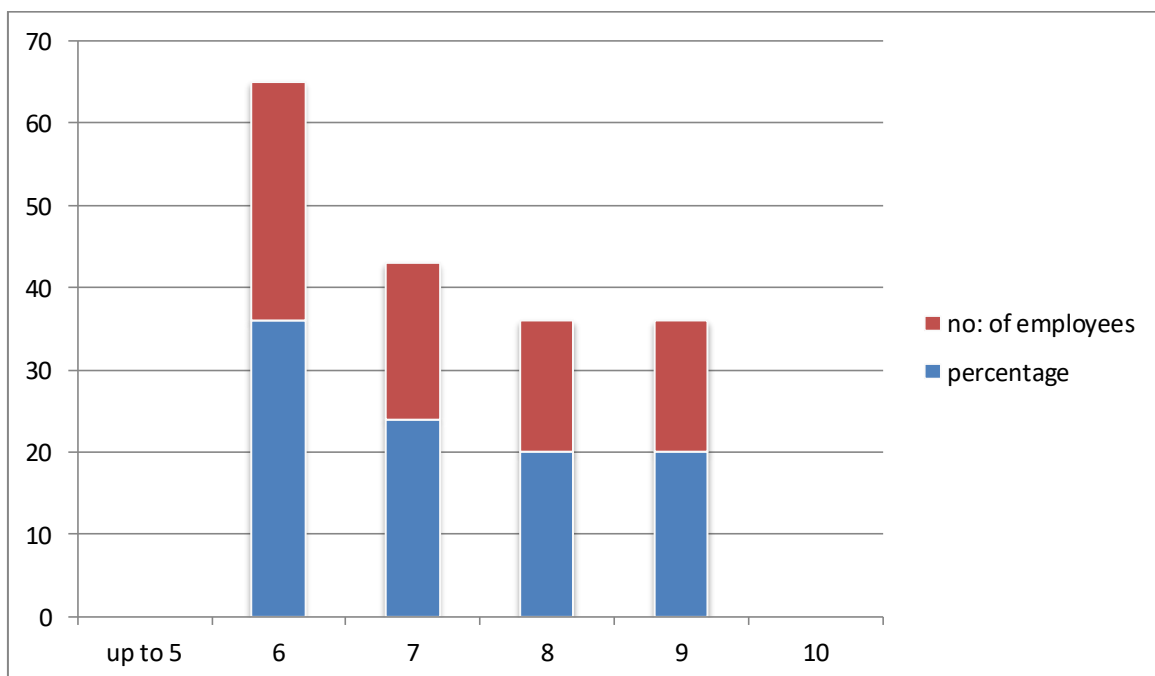


Table 4.9

Attitude to higher authorities towards subordinates

Nature	No: of employees	Percentage
Neither friendly nor authoritative	43	54
Friendly and supportive	24	30
Authoritative and suppressive	13	16
total	80	100

Source: primary data

The table 4.10 throws light in the attitude of higher authorities towards their subordinates. The superiors show less care to the employees as per the opinion of 54% of the employees. 16% commented that the higher authorities are authoritative and suppressive. The remaining 30% are satisfied with the higher authorities.

Figure 4.9

ATTITUDE OF HIGHER AUTHORITIES TOWARDS SUBORDINATES

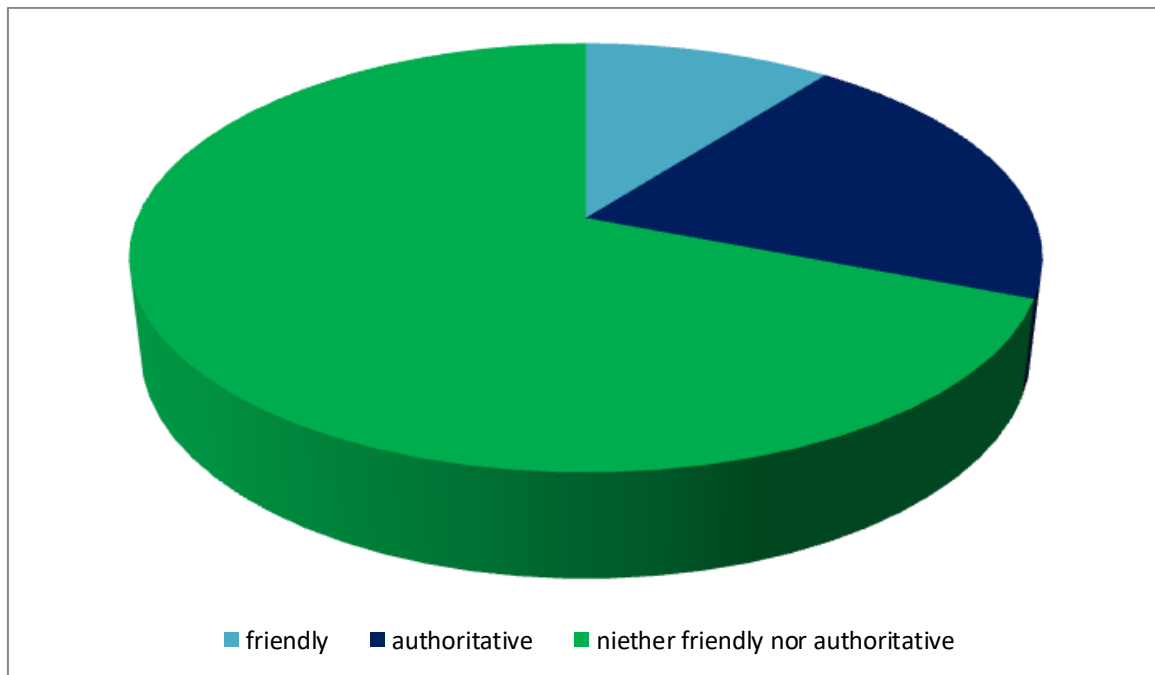


Table 4.10

CLASSIFICATION OS RESPONDENTS ON THE BASIS OF DURATION OF THEIR EXPERIENCE IN THE ORGANISATION

Duration of works	No of employees	Percentage
0-5 yrs	13	16
6-10 yrs	29	26
11-15 yrs	19	24
More than 15 yrs	19	24
Total	80	100

Source: Primary data

The table 4.10 depicts that that majority of the workers i.e, 48% of the total workers have been working here for more 10 years. 36% of the workers have been working here for the past 10 years and the rest 16% have been in this company foe less than 5 years.

Figure 4.11

CLASSIFICATION OS RESPONDENTS ON THE BASIS OF DURATION OF THEIR EXPERIENCE IN THE ORGANISATION

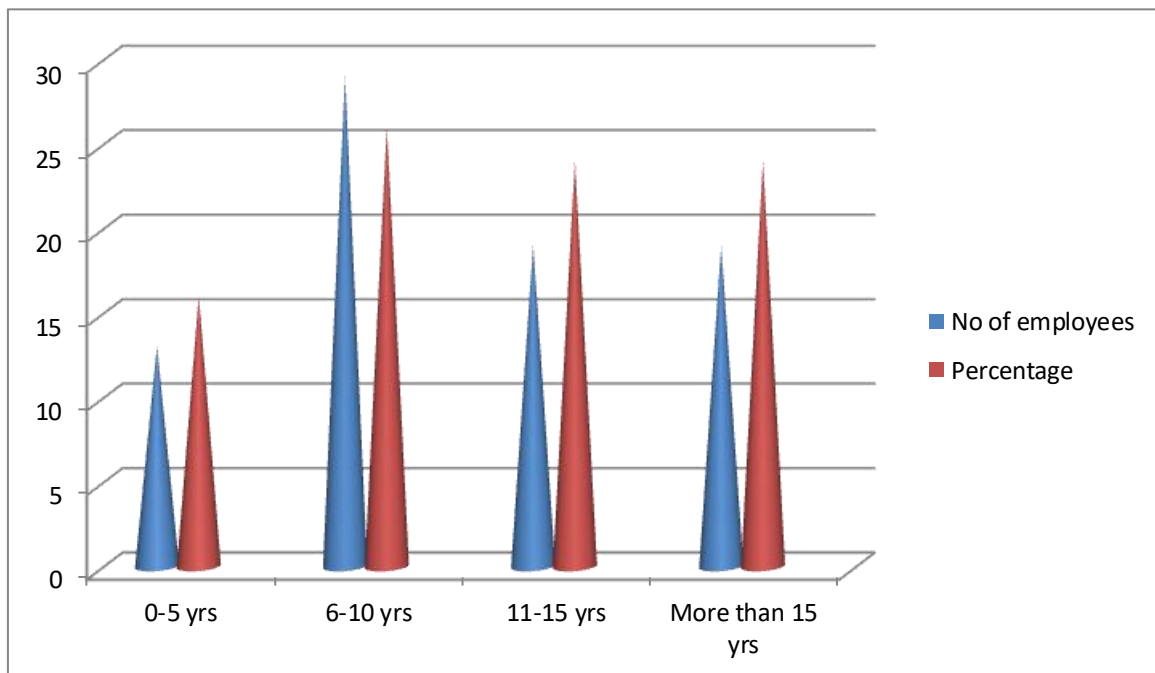


Table 4.11

ANALYSIS OF PHYSICAL WORKING CONDITION IN THE COMPANY

Attributes	No of respondents	Percentage
Good	37	46
Average	43	54
Poor	0	0
TOTAL	80	100

Source: Primary data

The table depicts that the working condition of the company is good from the opinion of the 46% of the employees and the remaining 43 out of 80 i.e. 54% says it as average.

Figure 4.11

ANALYSIS OF THE PHYSICAL WORKING CONDITIONS IN THE FAMILY



Table 4.12

ANALYSIS OF IMPARTING OF TRAINING TO THE EMPLOYEE

Attributes	No of respondents	Percentage
Yes	76	95
No	4	5
Total	80	100

Source: Primary data

The table 4.12 depicts that 95% of the employees are provided with better training.

Figure 4.12

ANALYSIS OF IMPARTING OF TRAINING TO THE EMPLOYEE

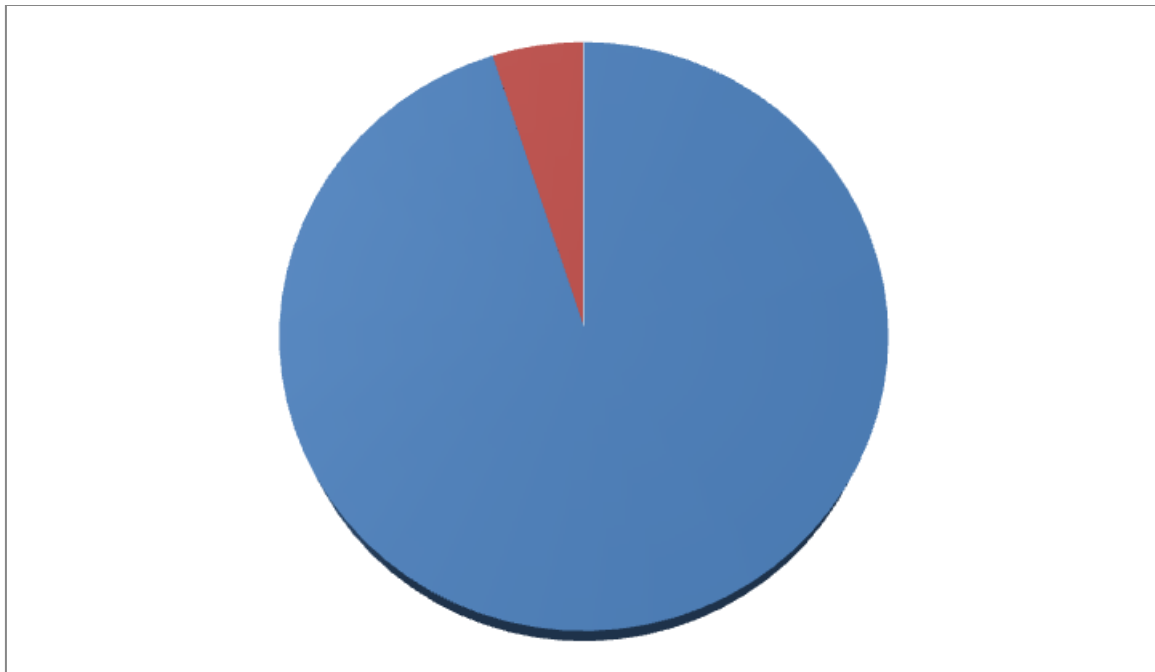


Table 4.13

Analysis on training and productivity

Attributes	No of respondents	Percentage
Helped to a great extend	51	64
Helped to a certain extend	29	36
TOTAL	80	100

Source: Primary data

The table 4.13 depicts that 64% have commented that they had proper training and productivity to a great extend. And 36% commented that It to a certain extend.

Figure 4.13

Analysis on training and productivity

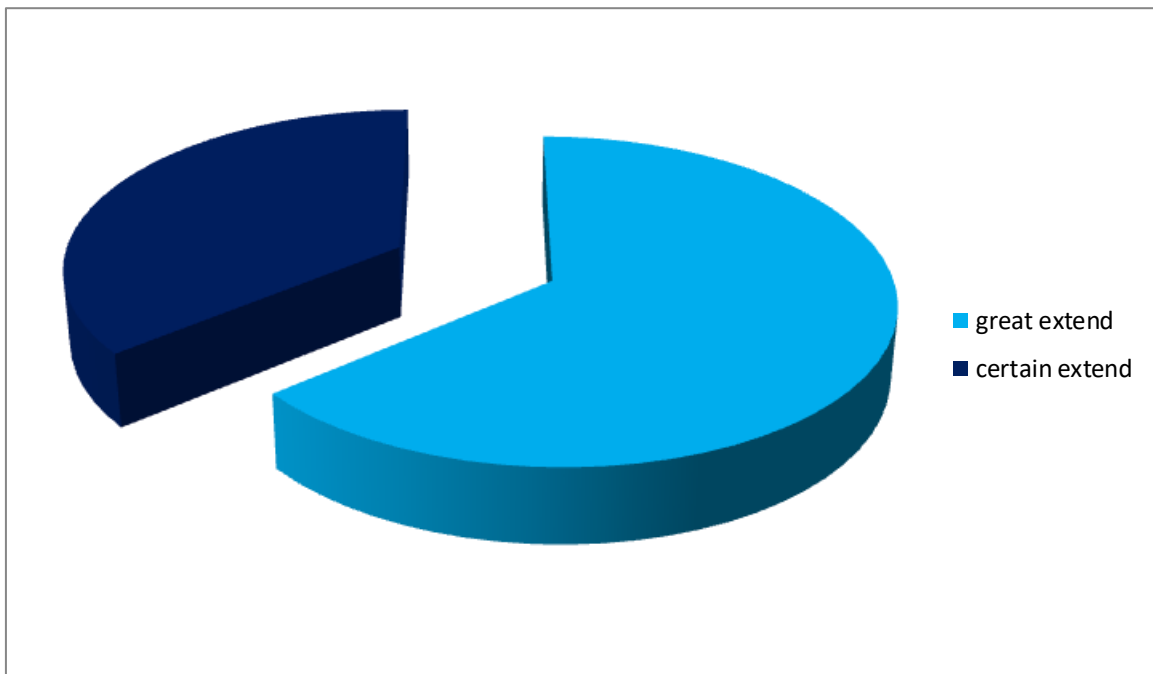


Table 4.14

Analysis of performance of over time work

Attributes	No of repondents	Percentage
Performs overtime work sometime	48	60
Hasn't performed overtime work	32	40
TOTAL	80	100

Source: Primary data

the table 4.14 depicts that the employees happened to perform overtime work at times. 60% have commented that they ha dto perform overtime work in some situations while others have commented that they haven't performed overtime work.

Figure 4.14

Analysis of performance of over time work

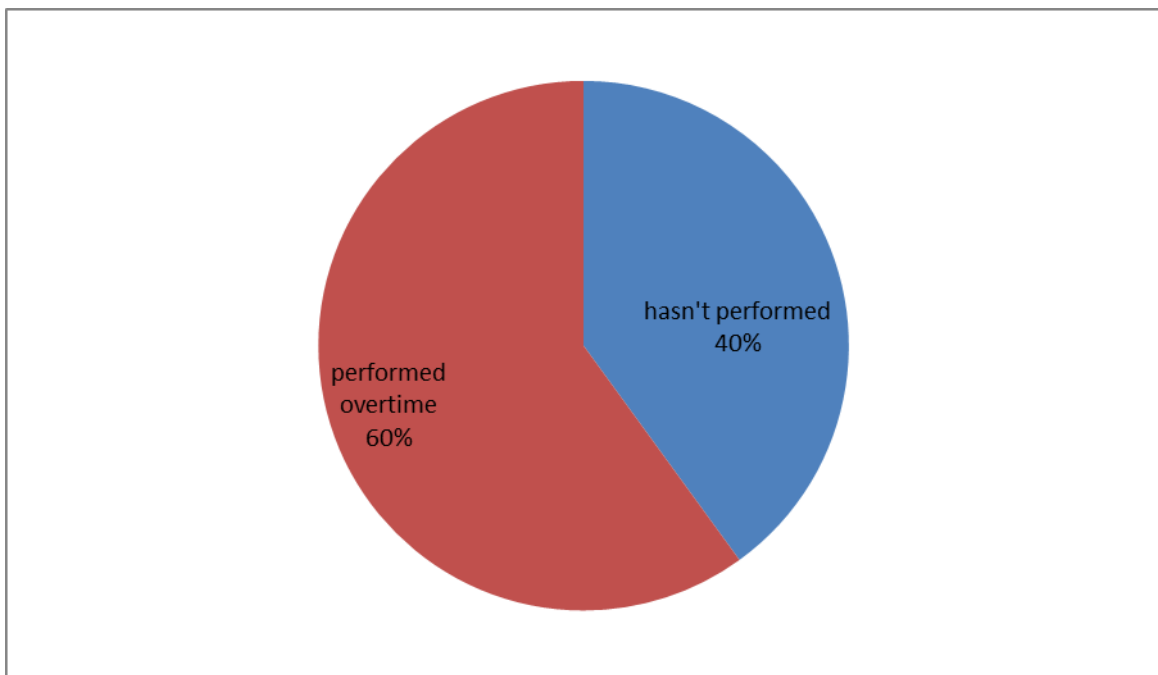


Table 4.15

Analysis on availability of leave

Attributes	No of respondents	Percentage
Very difficult to get leave	32	40
Difficult at times	24	30
Neither easy nor difficult	24	30
TOTAL	80	100

Source: Primary data

The table 4.15 depicts the difficulty in availing leave sanction. 40% have commented that it's very difficult to avail leave. 30% have said that it is difficult at times but not always and the other 30% have commented that it is not so easy in availing leave all the time and if the same time it is not so difficult.

Figure 4.15

Analysis on availability of leave

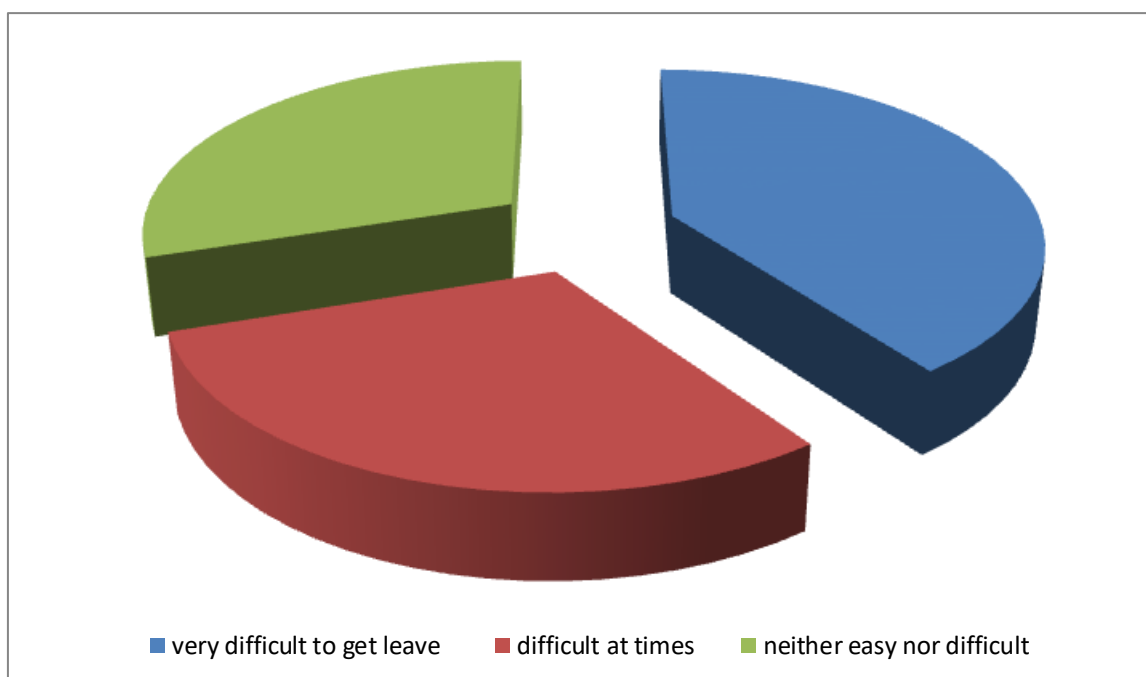


Table 4.16

Analysis on leisure time and stress

Attribues	No of respondents	Percentage
Leisure time helps in reviving from stress	64	80
Leisure time is not sufficient	16	20
TOTAL	80	100

Source: Primary data

The table 4.16 depicts whether the leisure time helps the workers to revive from stress. 80% have commented that it definitely helps the workers to revive from stress while the 20% have commented that they require more leisure time.

Figure 4.16

Analysis on leisure time and stress

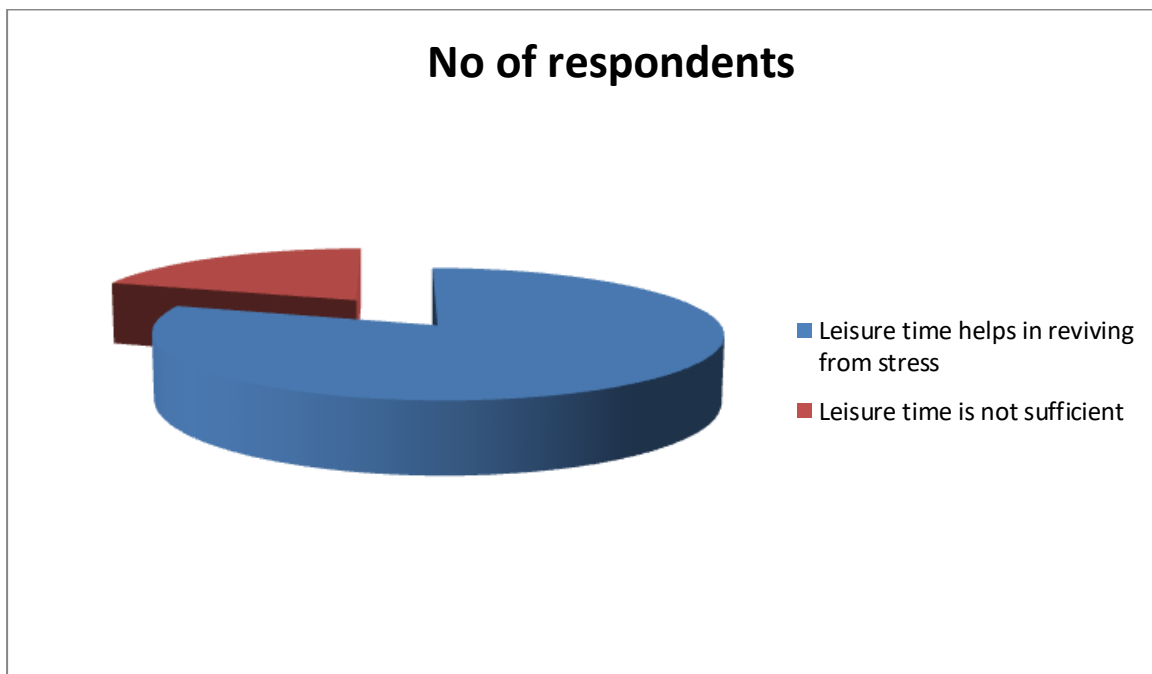


Table 4.17

Analysis on the data regarding whether the management enquire suggestions and seek the opinion of the employees

Attributes	No of repondants	Percentage
Very often	8	10
Sometimes	16	20
Not at all	56	70
TOTAL	80	100

Source: Primary data

The above table depicts whether the management enquire suggestions and opinions of the employees . 10% have commented that their opinions have been valued while 20% have commented that their suggestions are taken in to account at times. 35% have commented that their opinions and suggestions are generally not taken into account.

Figure 4.17

Analysis on the data regarding whether the management enquire suggestions and seek the opinion of the employees.

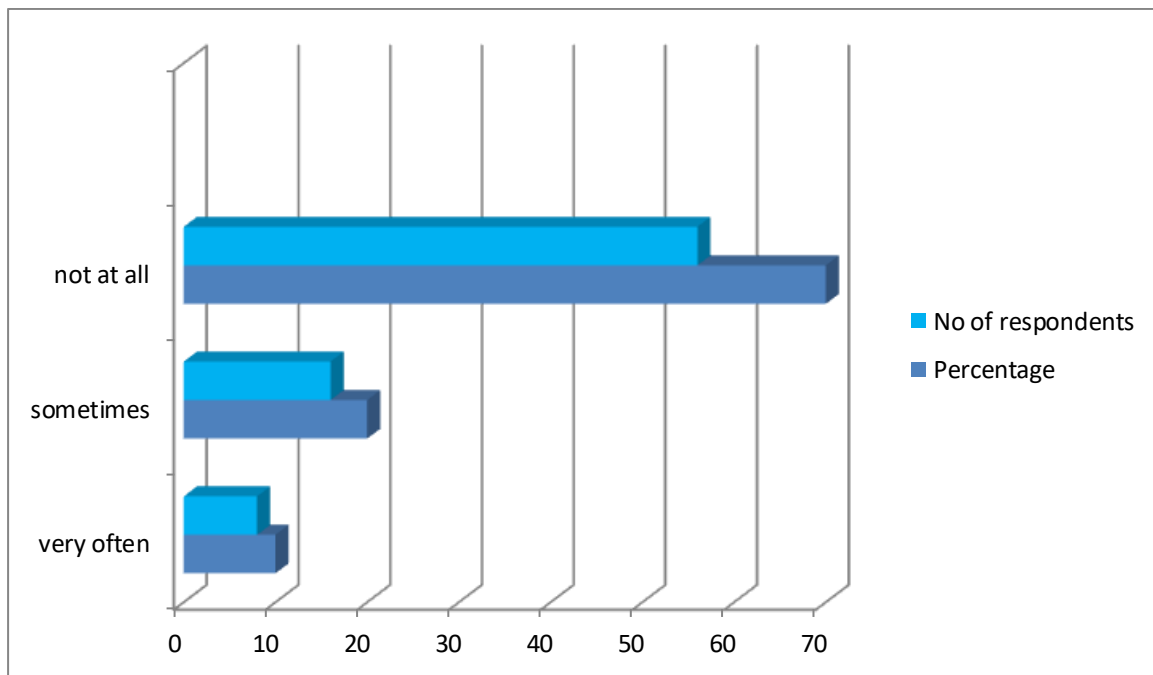


Table 4.18

Analysis of the employees cordial relations with each other

Attributes	No of repondents	Percentage
Certainly	69	86
Never	11	14
TOTAL	80	100

Source: Primary data

The table 4.18 depicts whether the employees maintain cordial relation with each other. 86% has commented that the maintain friendship and friendly relation with each other.

Figure 4.18

Analysis of the employees cordial relations with each other

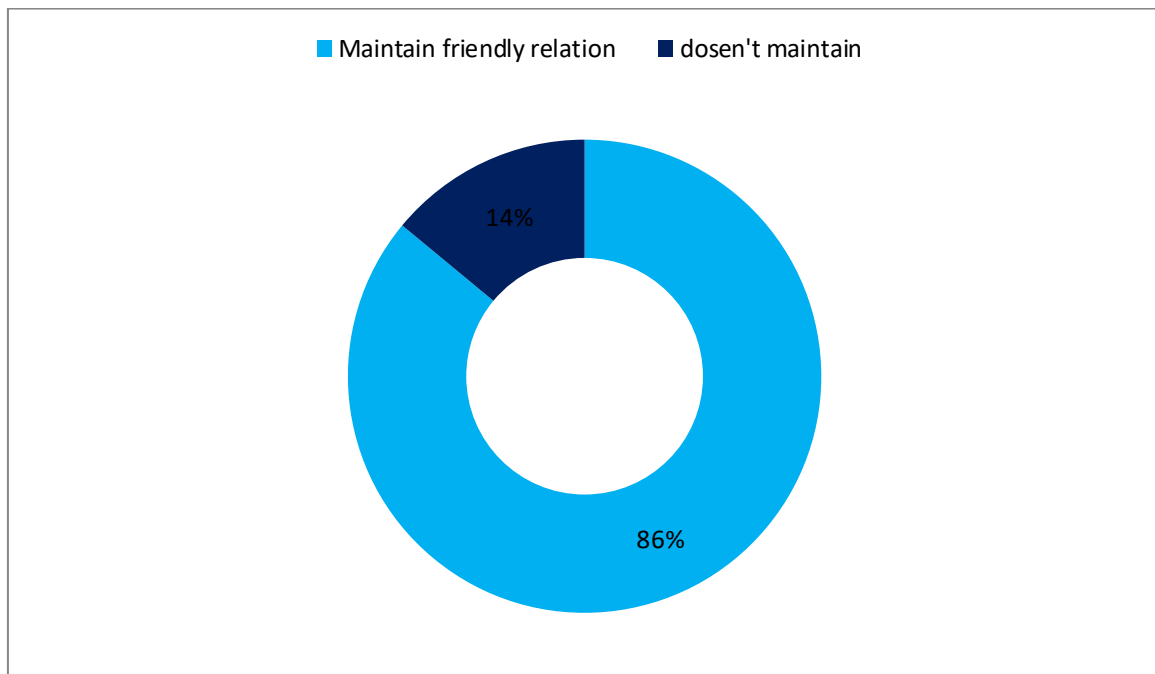


Table 4.19

Analysis on existence of discrimination

Attributes	No of respondents	Percentage
Few experience of discrimination	29	36
Never faced discrimination	51	64
TOTAL	80	100

Source: Primary data

The table 4.19 depicts whether the employees have faced any discrimination. 64% have commented that they haven't faced any discrimination in the company.36% have commented that they have experienced discrimination a few times.

Figure 4.19

Analysis on existence of discrimination

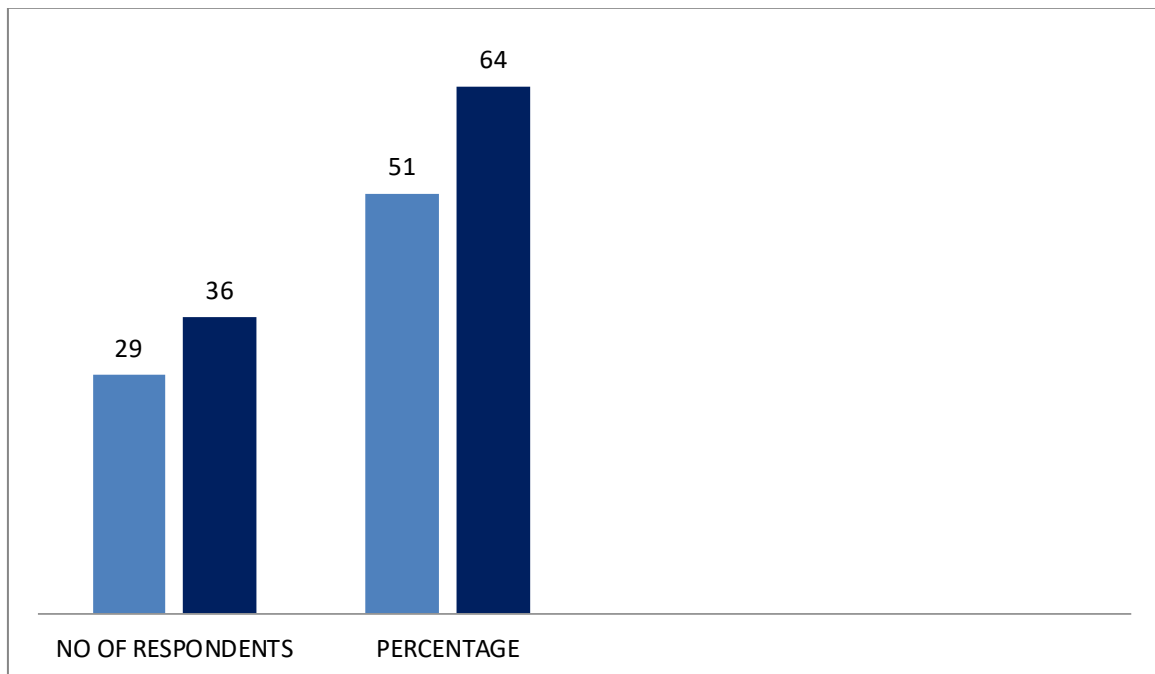


Table 4.20

ANALYSIS ON EXPLOITATIVE PRACTISES

Attributes	No of respendents	Percentage
Never felt being exploited	51	64
Felt being exploited sometimes	29	36
TOTAL	80	100

Source: Primary data

The table 4.20 shows whether the company indulges in any sort of exploitative practises 64% have comment that they are never being exploited while other 36% have commented that they feel being exploited at sometimes.

Figure 4.20

ANALYSIS ON EXPLOITATIVE PRACTISES

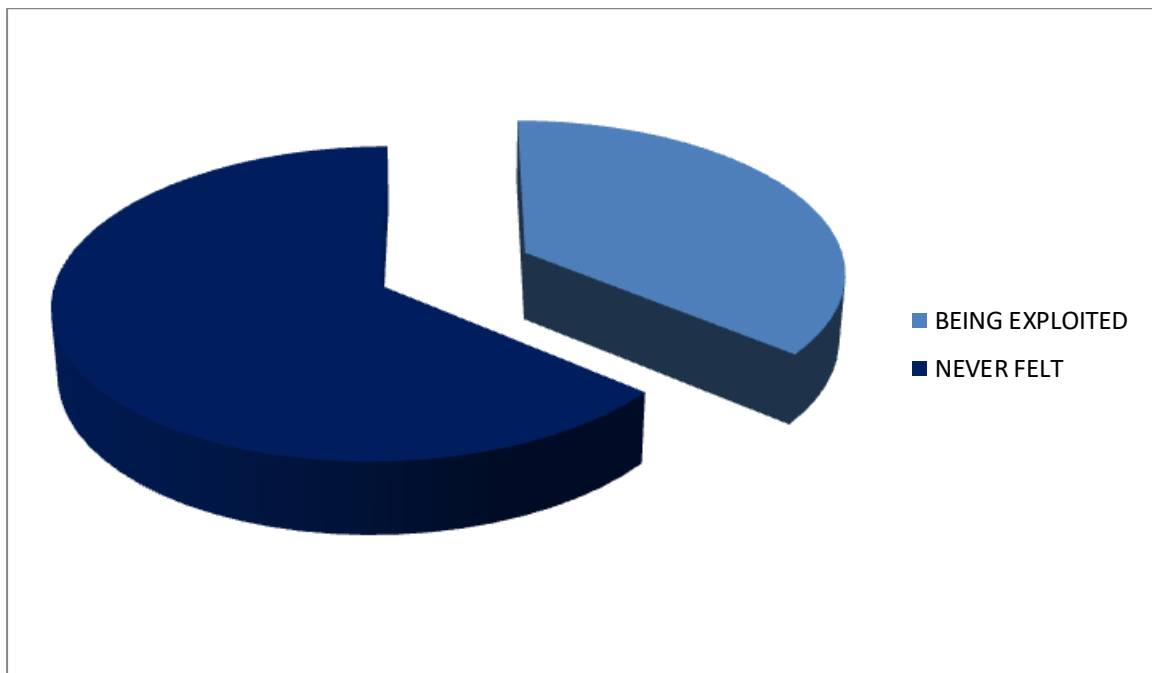


Table 4.21

ANALYSIS OF SAFETY AND SECURITY IN TERMS OF WORKING CONDITIONS

Attritubes	No of respondents	Percentage
Certainly	67	84
Uncertainty	13	16
Never	0	0
TOTAL	80	100

Source: Primary data

The above table depicts whether employees felt save and secure interms of physical working conditions. Majority of the employee i.e; about 84% felt secure safe while others were uncertainated about their safety but never felt very dangerous.

Figure 4.21

ANSLYSIS OF SAFETY AND SECURITY IN TERMS OF WORKING CONDITIONS

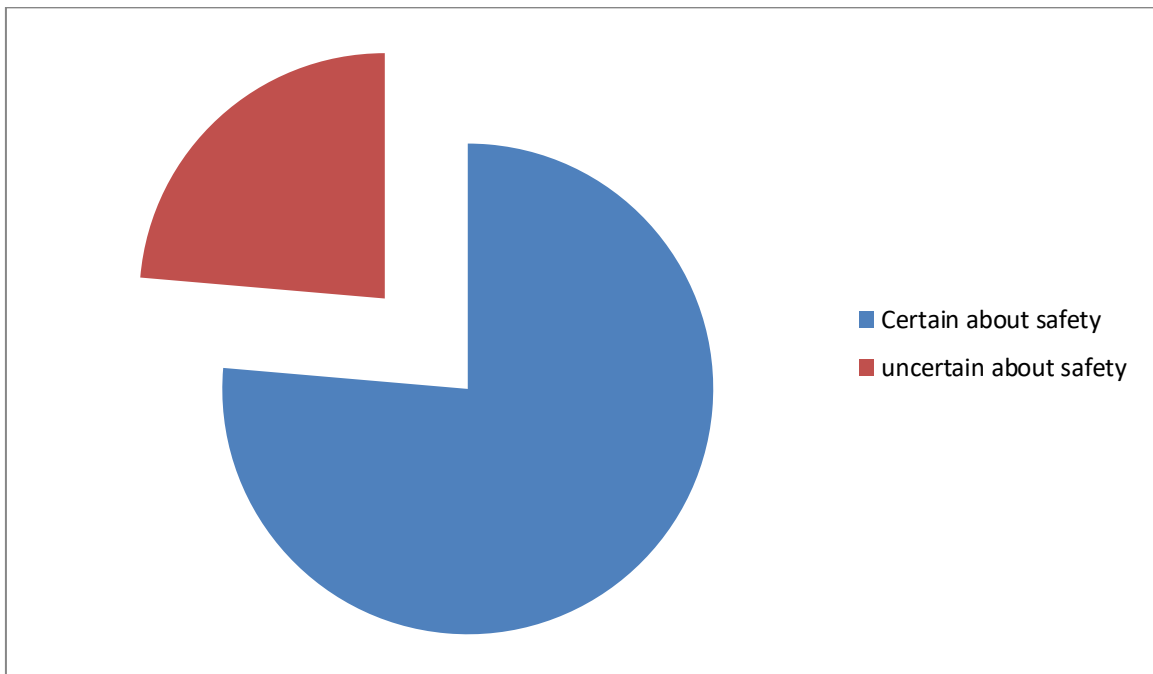


Table 4.22

ANALYSIS ON SAFE AND SECURITY IN TERMS OF JOB SECURITY

Attributes	No of respondents	Percentage
Uncertain about security	64	80
Never felt secure	16	20
TOTAL	80	100

Source: Primary data

The table 4.22 depicts whether the employee felt secure in terms of job security. 80% of the employees were uncertain about their job security and 20% never felt secure.

Figure 4.22

Analysis of safety and security in terms of job security

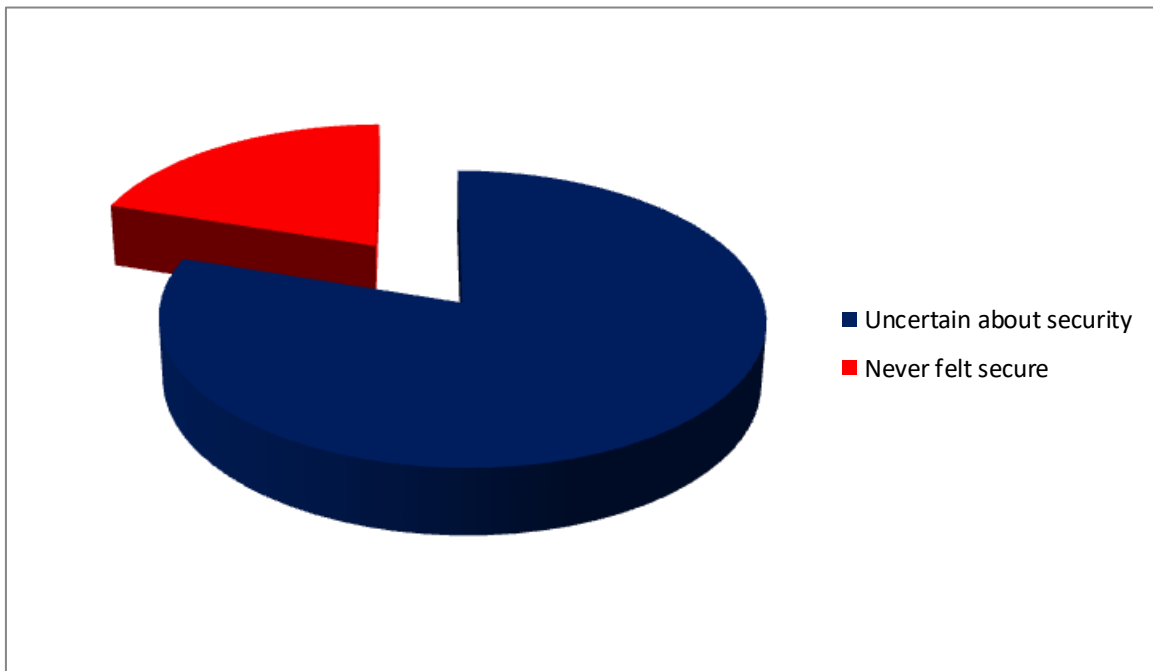


Table 4.23

Analysis of data regarding whether the employees are rewarded for extra efforts

Attributes	No of respondents	Percentage
Are rewarded	6	8
No opinion	68	84
Were never rewarded	6	8
TOTAL	80	100

Source: Primary data

The table 4.23 depicts whether employees are rewarded for their extra efforts. 8% have commented that they haven't received any sort of appreciation for their extra efforts. 84% were neutral about the opinion and 8% have commented that they have been appreciated for their extra efforts.

Figure 4.23

Analysis of data regarding whether whether the employees are rewarded for extra efforts

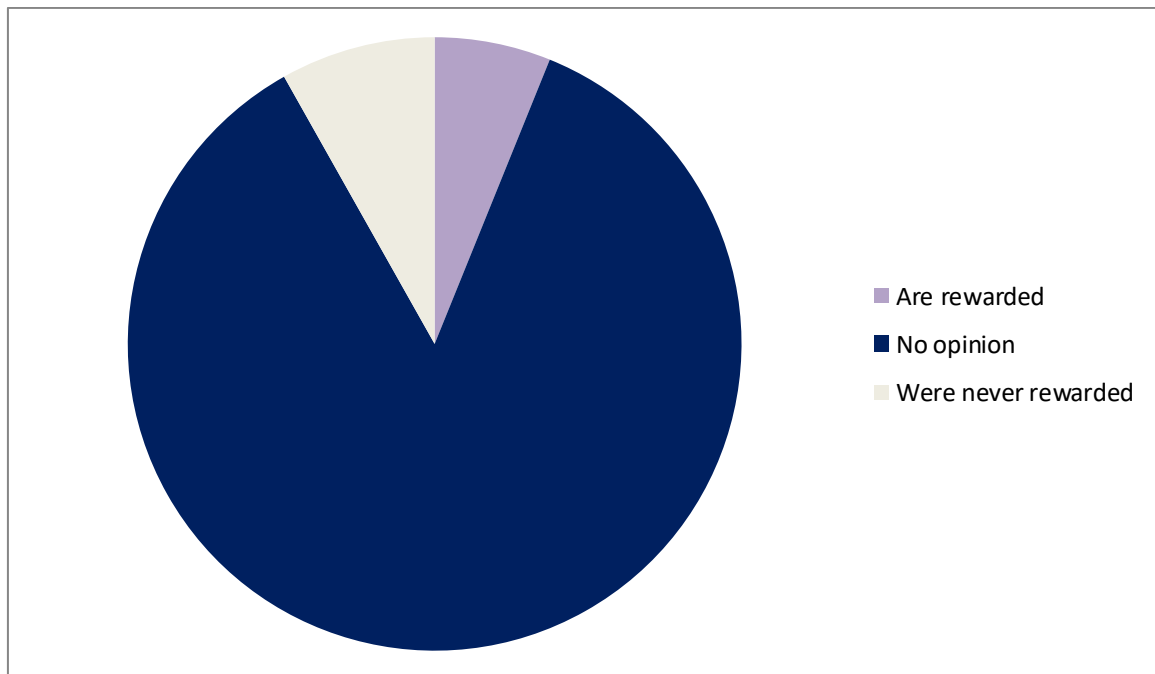


Table 4.24

Analysis of data on whether the quality of work life in the company is motivational

Attributes	No of repondents	Percentage
Agree	70	88
Neither agree nor disagree	10	12
Disagree	0	0
TOTAL	80	100

Source: Primary data

The table 4.24 shows that the quality of work life in the company is motivational or not 70 respondents agrees that the work life in the company is motivational. And the 10 neither agree or disagree opinion.

Figure 4.24

Analysis of data on whether the quality of work life in the company is motivational.

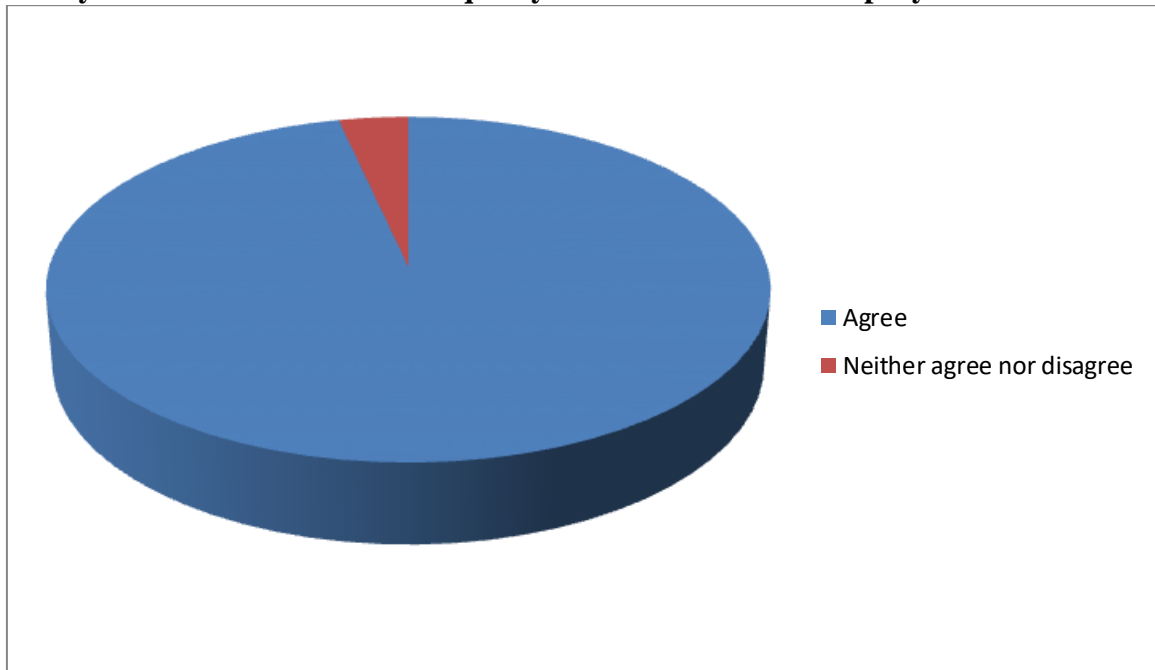


Table 4.25

Analysis on the factors which motivate the employees

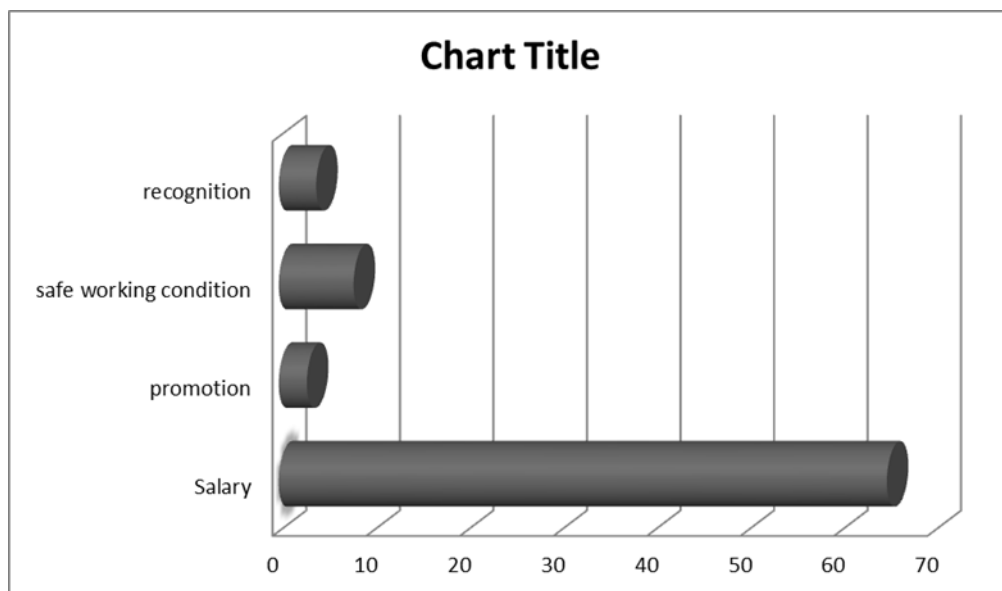
Factors which motivate the employee	No of respondents	Percentage
Salary	65	81
Promotion	3	4
Safe working conditions	8	10
Recognition	4	5
TOTAL	80	100

Source: Primary data

The table 4.25 indicates that the factors which motivate the employees. 65 employee are motivated by the compensation package. 10 have said they find the working conditions absolutely safe. 5 employees commented that since they are recognised as person, they are motivated to perform better. 3 employees said that only promotion is a motivating factor for them.

Figure 4.25

Analysis on the factors which motivate the employees



CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. Findings of the Study

1. In company we found that the physical working conditions are average quality which indicates that it is healthy and safe.
2. There is enough facility for safe drinking water and toilet facilities which is very important for the human health.
3. There are safety measures installed in the factory. fire alarm, emergency exist, Fire extinguisher are a few of them. In addition to the first aid measures are also available it contains medicines, ointments, antiseptic lotion etc.
4. The employees are provided with hand gloves and facial mask which ensures the safety. Most employees found themselves in safe conditions.
5. There is workload. According to employees they are able to complete the work on time this is mainly due to the Co-operative attitude of employees and also the work is distributed among them in effective manner.
6. In this company all employees are provided with enough training which enables them to perform their job. A supervisor instructor on their job, the instructions are useful for them.
7. The employees happen to perform overtime work at times only but they are compensated for overtime work.
8. The employees are satisfied with the work compensation package. They get enough bonus and other allowances.
9. It is also found that the higher authorities pass only the necessary information to the subordinates.
10. Usually the management makes entire decisions. The suggestions and opinions are rarely enquired. The opinions given by experienced workers are taken into account only to a certain extend.
11. The employees have a forum for complaint grievances. They can either exchange grievances to their higher authorities overly or in writing their concerns are addressed but a delay occurs in solving their problems.
12. The employees friendly relationship with each other with an exception of a very few.
13. Most of the employees haven't faced any sort of discrimination but the element of gender equality is missing. According to the Employees opinion that women employees are not treated equally with male workers.

14. The management follows an authoritative style of leadership.

15. The employees are not rewarded for the extra efforts.

16. The employees are generally happy with the company's work environment. They feel safe and secured in terms of working conditions to a great extent. But they are uncertain about job security.

17. The QWL found in the company is motivational.

18. Salary is the main factor which motivates them to work in the company followed by safe working conditions, recognition and promotion.

19. The company does not indulge in explorative practices even though it makes maximum use of the potential of the employees.

5.2 SUGGESTIONS

1. The company should give assurance about their job security so that they don't feel uncomfortable about their job.

2. The physical working conditions can be improved. More air pollution control measures can be adopted.

3. The management should give more encouragement to the employees by appreciating their extra effort and enquire their suggestions and opinion.

4. Measures on gender equality are needed to be incorporated so as to improve the image of the company and the company must make sure of the fact that there should be cooperation and coordination among the employees.

5.3 CONCLUSION

Quality Work Life means the level of happiness or dissatisfaction during a career. Only if the employees are happy and satisfied they would contribute more towards the company's growth. In this company the quality of work life is satisfactory and motivational. The success of any organization depends on the efficiency of labour. This organization promotes quality of work life of the employees. The project indicates the management has taken the job environment into the concern and has done the best to keep their employees happy.