

RESEARCH PAPER

ASSESSMENT OF QUALITY OF WORK LIFE WITH REFERENCE TO ENGINEERING INDUSTRY, SATARA

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ABSTRACT

QWL is concerned with the overall working atmosphere and its impact on work, human resource as well as on organization effectiveness. Quality has become an essential and important for the best survival. This study is important to identify the determinants of Quality of Work Life and effectiveness of determinant factors for enhancement of QWL in engineering industry.

Prime focus of this article is to assessment of Quality of Work Life (QWL) in engineering industry, Satara. The reliability of scale i.e. Cronbach's alpha is ranging from .919 to .595 to which indicates a good to high level of acceptable internal consistency for scale with above mentioned sample. Descriptive analysis has been used to assessment of QWL variables of engineering industry. Study found that, Walton's eight criteria of QWL have been contributing in overall QWL. Besides this, sub-variables are also giving a high level of contribution in individual Walton's eight criteria

Keywords: *Quality of Work-life, QWL Factors, QWL Assessment, QWL in Engineering Industry*

1. INTRODUCTION

Quality human inputs are the greatest asset to any organization. There is a competition going on to attract and retain quality human resource in order to be ahead of competitors in respective industry. Maintaining the quality of such human inputs rises from maintaining the QWL perfectly.

Rise in the QWL would help employees' well being there by the well being of the whole organization. QWL has gained deserved prominence in the Organizational Behaviour as an indicator of the overall of human experience in the work place. It plays a key role in any organization and has an effect on the people, their work, performance and self development as well as organization's development. It basically refers to relationship between the employees and ecosystem in which they work. It focuses on creating a working environment where employees work co-operatively and achieve results collectively.

At this backdrop, QWL has emerged as one of the most important aspect of Job that ensures long term association

of employees with organization. Quality is no more a specialized word but has become a necessary and must for the best survival.

2. LITERATURE REVIEW

The important factors that influence and construct the Quality of Work Life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards (Indumathy. R.2012). Quality of Work Life framed with their factors. There is predominant 18 factors which influence the Quality of work life, they are employee relationship, Work nature, Job autonomy, Job security, Work environment, Social environment, Psychological environment, Physical health, Depressive symptom, work stress, Work family interference, family work interference, Motivation, career satisfaction, interpersonal communication, efforts by employer, specified to job purpose and self-efficacy. Majority of the factors are positively correlated to the quality of work life. Employee relationship is positively correlated to all the factors of Quality of work life. The

relationship between management, employer, employee and peer does have great impact in the work life of an individual (Vijaimadhavan & D. Venkatarama 2013).

Factors that determine the meaning of Quality of Work Life (QWL), this includes increase in education level and consequently job aspirations of employees; Association of workers; Significance of human resource management; Widespread, industrial unrest and Growing of knowledge in human behaviour. Therefore, Quality circles, management by objectives, suggestion system and other forms of employees' participation in management help to improve QWL in the industry circles. Techniques to improve Quality of work life include job redesign, career development, flexible work schedules, job security and the like (Reddy.P, & Mohan 2010). Job security is the most important factor affecting the Quality of Work Life in an organization and it ranked one. It is followed by fringe benefits and welfare measures, adequate and fair compensation, opportunity for continued growth, reward and penalty system, Opportunities to use and develop human capacity, Job Involvement, Human relations and social aspect of work life, Equity, justice and grievance handling, Image of organization, Work load and job stress, Work and total life space, Participation in decision making, Supervision and lastly Safe and healthy environment (Bahl 2013).

Ample of literature has been developed by research

scholars and academicians on QWL and its determinants factors which is almost based on Walton's 8 dimensions of QWL. This factors were taken as the QWL determinants for the study. Throught the analysis of determinents of QWL, te assessment of Satara engineering industry has been done.

3. RESEARCH METHODOLOGY

The objective of the study is to identify the determinant of QWL with respect to Engineering Industry and to assess the existing QWL scenario in Engineering Industry

For accomplishment of objectives data is required regarding QWL determinants factors, perception of workers and employee towards their organisational QWL and existing scenario of Satara engineering industry. Data has been collected through structures schedule from 330 workers and employees. Analysis is done using mean, standard deviation and ranks i.e. descriptive analysis.

4. DATA ANALYSIS AND DISCUSSION

Reliability analysis of instrument used for workers/employees:

Following table shows the reliability analysis of instrument used to collect data from workers and employee. Reliability checked with each criterion of Quality of Work Life and organisational output.

Table 1 : Cronbach's Alpha of Instrument used to Collect Data of Workers/Employees Opinion (n=330)

Sr.	Categories	Scale/ Variable	Cronbach's Alpha /Reliability
1.	A. General Information	*	-
2.	B. Assessment of Quality of Work Life in workers perception		
	B1. Adequate and fair compensation	6	.768
	B2. Safe and healthy working condition	6	.782
	B3. Opportunities for continued career growth	5	.728
	B4. Opportunity to use and develop human capacities	6	.780
	B5. Social integration in the work force	4	.802
	B6. Constitutionalism in the work organization	5	.776
	B7. Social relevance of work	3	.728
	B8. Total life space / work and quality of life	4	.595
	B9. Unions and QWL	4	.919
3.	C. Organisation output		
	C1. Worker - organization commitment	3	.752
	C2 .Employer branding	2	.774

Sr.	Categories	Scale/ Variable	Cronbach's Alpha /Reliability
	C3. Job satisfaction	5	.866
4.	D. Overall QWL	1	**
5.	E. Any other about QWL	1	@

Source: (Compiled by researcher)

Note:

- * : Part A containing set of introductory part which describes demographic profile of samples.
- ** : Reliability cannot be calculated since the scale is dichotomous.
- @ : Part E containing open ended questions related with Social and Professional Activities so Reliability cannot be calculated.

Table 1 denotes a range of high to good internal consistency. Entire variable indicates Cronbach's alpha is ranging from .919 to .595 to which indicates a good to high level of acceptable internal consistency for scale with above mentioned sample.

Assessment of Quality of Work Life in workers/ employees perception:

From the literature review researcher come to know that the term 'Quality of Work Life (QWL) is defined by

different researcher, but almost all of them are agreed with Walton's 8 criteria of Quality of Work Life. Richard E. Walton explains Quality of Work Life in terms of eight broad conditions of employment that constitute desirable Quality of Work Life. He proposed the same criteria for measuring QWL. Researcher used same criteria for assessment of QWL in engineering sample units. Following are the analysis of QWL data assessment gained in employee/ workers perception

Adequate and fair compensation:

The adequate and fair compensation is represents the organisational policy regarding the compensation. The adequate and fair compensation's six variables which have been taken on five point likert scale are analyzed with descriptive statistics which shows the contribution of variables in the adequate and fair compensation.

Table 2: Workers/ employee opinion regarding of adequate and fair compensation

(N=330)

Sr.	Variables of adequate and fair compensation	Mean	S.D.	Rank
1.	As per provision the advances (advance salary), bonus and provident fund are received.	4.32	0.77	2
2.	Target/ productivity based incentives are provided	3.80	1.15	5
3.	Provision for medical fund or E.S.I. is made	4.48	0.70	1
4.	Received overtime as per legal provision. (double rate/per hours)	4.11	1.00	3
5.	Best compensation at par of industry	4.02	0.98	4
6.	Received fringe benefits/ other facilities (Transportation facility, Parking, library and canteen facility)	3.36	1.21	6

Source: (Compiled by Researcher)

Table 2 shows the variables contribution in adequate and fair compensation category of QWL. Entire variables are found contributing in adequate and fair compensation of QWL, since the mean opinion sample score for this category is ranging from 3.36 to 4.48 with standard deviation ranging from 0.70 to 1.21. The standard deviation is unacceptable limit but with variable productivity based incentives and fringe benefits the mean score is less and S.D. is high denotes diffused opinions are the matter of concerned. Provision for medical fund or E.S.I. is made by sample units has first rank with 4.48 mean score followed by as per provision the advances (advance salary), bonus and provident fund are received

with 4.32 score and target/ productivity based incentives are provided got second last i.e. fifth rank with 3.80 mean score and received fringe benefits/ other facilities (transportation facility, parking, library and canteen facility) received last rank with 3.36 mean score.

It is concluded that most of the engineering sample units has medical fund or ESI provision followed by the provision of advances, bonus and provident fund. target/ productivity based incentives are provided is the second last facility followed by the fringe benefits are the least facilities given by sample units. Let's move to the next

criteria of QWL assessment i.e. safe and healthy working condition.

B2. Safe and healthy working condition:

The safe and healthy working condition is generally reflects in organisational policy regarding the safety at

work and healthy working conditions. The safe and healthy working condition's six variables which have been taken on five point likert scale are analyzed with descriptive statistics.

Table 3: Workers/ employee opinion regarding of safe and healthy working condition (N=330)

Sr.	Variables of safe and healthy working condition	Mean	S.D.	Rank
1.	Provision of hygienic basic facilities, rest and energy recreation facility. (Purified drinking water, lunch/rest period sports, game and stress management programme etc.)	4.39	0.74	6
2.	Provision of precautionary safety equipments and dust-waste disposal management. (Safety equipments- helmet, gloves, shoes etc. Firefighting equipment for workers and factory and pollution management)	4.58	0.52	1
3.	Organisation has hygienic, clean and safe work environment (Latrines and urinals cleanness, good ventilation)	4.54	0.60	2
4.	Organisation has safe factory layout and machine maintenance (Adequate lightning, safety space, machine and equipments maintenance)	4.50	0.64	3
5.	Provision of medical first aid / health care measures	4.50	0.74	3
6.	Provide health and safety training	4.46	0.62	5

Source: (Compiled by Researcher)

Table 3 shows the variables contribution in safe and healthy working condition of QWL. Entire variables are found contributing in the safe and healthy working condition of QWL since the mean opinion score of samples ranging from 4.39 to 4.58 with standard deviation ranging from 0.52 to 0.74 since the standard deviation is reasonably low reveals uniformity into the opinion of samples towards the variables of safe and healthy working conditions, In which provision of precautionary safety equipments and dust-waste disposal management by sample units has first rank with 4.58 mean score followed by organisation has hygienic, clean and safe work environment is received with 4.54 score and provide health and safety training variable received second last i.e. fifth rank with 4.46 mean score. The provision of hygienic basic facilities, rest and energy recreation facility got last rank with 4.39 mean score.

The above table reveals that all sample units provides all precautionary safety equipments and dust-waste disposal

management. (Safety equipments- helmet, gloves, shoes etc. The most of facilities incorporated are fire fighting equipment for workers and factory and pollution management) followed by maintenance of hygienic, clean and safe work environment. Many of Satara engineering units require taking effort on provision of hygienic basic facilities, rest and energy recreation facility. (Purified drinking water, lunch/rest period sports, game and stress management program etc).

B3. Opportunity for continued career growth:

The opportunity for continued career growth is represents the organisational policy regarding the career growth and development program arranged by organisation for their workers and employees. The opportunity for continued career growth's five variables which has been taken on five point likert scale are analyzed with descriptive statistics which shows the contribution of variables in the opportunity for continued career growth.

Table 4: Workers/ employee opinion regarding of opportunity for continued career growth

(N=330)

Sr	Variables of opportunities for continued career growth	Mean	S.D.	Rank
1.	Organisation support to career growth (Career mapping, career development workshops / counselling and personality development programmes)	3.90	0.91	5
2.	Organisation has innovative change, challenge, techniques and flexibility in work and work style	4.10	0.81	3
3.	There is fair and transparent appraisal and promotion system with job security.	3.92	0.87	4

Sr	Variables of opportunities for continued career growth	Mean	S.D.	Rank
4.	You are satisfied with Organisational working environment /culture.	4.17	0.61	2
5.	Your job specification and job descriptions are precise and clearly defined	4.29	0.67	1

Source: (Compiled by Researcher)

Table 4 denotes the variables contribution in opportunity for continued career growth of QWL. All variables are found contributing in the opportunity for continued career growth of QWL, since the mean opinion score of samples ranging from 3.90 to 4.29 with standard deviation ranging from 0.61 to 0.91 since the standard deviation is reasonably low reveals uniformity into the opinion of samples. Job specification and job descriptions are precise and clearly defined has first rank with 4.29 mean score followed by satisfied with organisational working environment /culture is received first rank with 4.17 score followed by satisfied with organisational working environment /culture received second rank with 4.17 mean score and organisation support to career growth got last rank with 3.90 mean score.

Above table shows that most of engineering units has clearly defined job specification and job description. The employees and workers are satisfied with organisational

culture. But engineering sample units need to take extra effort to become a backbone in workers and employees career growth. Move to see the next criteria of QWL assessment i.e. opportunity to use and develop human capacities

B4. Opportunity to use and develop human capacities:

The opportunity to use and develop human capacities is represents the organisational policy regarding the full utilization of available human resource talent with development in their capacities conditions. The opportunity to use and develop human capacities six variables which has been taken on five point likert scale are analyzed with descriptive statistics which shows the contribution of variables in the opportunity to use and develop human capacities.

Table 5 : Workers/ employee opinion regarding of opportunity to use and develop human capacities (N=330)

Sr.	Variables of opportunity to use and develop human capacities	Mean	S.D.	Rank
1.	Organisation Increased emphasis on skill development and new knowledge.	4.29	0.69	2
2.	Organisation has motivational work practices & educational growth opportunities	4.22	0.73	4
3.	Organisation has Training provision as per training need (Provision of training through classroom sessions, on the job, technical institutes, seminars and conference for technical skill enrichment).	4.10	0.76	5
4.	Maximum utilisation of your talent, skill and ability.	4.22	0.82	3
5.	Decision freedom and autonomy in work boundaries. (Work and work style).	3.92	0.93	6
6.	Organisations appreciate and recognise talent of human resource.	4.32	0.62	1

Source: (Compiled by Researcher)

Table 5 shows the variables contribution in opportunity to use and develop human capacities of QWL. All variables are contributing in the opportunity to use and develop human capacities of QWL, since the mean opinion score of samples ranging from 3.92 to 4.29 with standard deviation ranging from 0.62 to 0.93 since the standard deviation is reasonably low reveals uniformity into the opinion of sample. organisations appreciate and recognise talent of human got first rank with 4.32 mean score followed by organisation increased emphasis on skill development and new knowledge with 4.29 score and organisation has training provision as per training need(provision of training through classroom sessions, on the job, technical institutes, seminars and conference for

technical skill enrichment) received second last i.e. fifth rank with 4.10 mean score followed by decision freedom and autonomy in work boundaries got last rank with 3.92 mean score.

It is concluded that most of the sample engineering units appreciate and recognise talent of human resource and increases emphasis on skill development and new knowledge. Whereas there is requirement of awareness about training programme planning through different techniques i.e. classroom session, technical institutes and seminars and conference.

B5. Social integration in the work force:

The social integration in the work force is represents the organisational policy regarding the workers and employees social involvement in organisation. The social

integration in the work force's four variables has been taken on five point likert scale.

Table 6: Workers/ employee opinion regarding of social integration in the work force (N=330)

Sr.	Variables of Social integration in the work force	Mean	S.D.	Rank
1.	Participation of workers in conflict management and decision making process	4.18	0.85	3
2.	Appropriate organisational structure to satisfy with supportive inter-relationship and communication between top management, supervisor, worker, co-worker.	4.25	0.75	1
3.	Received respect, dignity and humanised treatment	4.23	0.83	2
4.	Regular Meeting and treatment by top management unbiased (without regard to cast, race, sex age etc)	4.14	0.81	4

Source: (Compiled by Researcher)

Table 6 denotes the variables contribution in social integration in the work force of QWL. All variables are contributing in the opportunity social integration in the work force of QWL, since the mean opinion score of samples ranging from 4.14 to 4.25 with standard deviation ranging from 0.75 to 0.85 since the standard deviation is reasonably low reveals uniformity into the opinion of samples. appropriate organisational structure to satisfy with supportive inter-relationship and communication between top management, supervisor, worker, co-worker has first rank with 4.25 mean score followed by received respect, dignity and humanised treatment is received with 4.23 score. Regular meeting and treatment by top management unbiased got last rank with 4.14 mean score.

Above table revealed, most of engineering unit's worker and employee say their organisational structure is

appropriate to satisfy with supportive inter-relationship and communication between top management, supervisor, worker, co-worker. Followed by employee/workers received respect, dignity and humanised treatment from management. Some of Satara engineering sample units sample units need to hold regular meeting by top management. Also need to improve unbiased behaviour of management towards employee and workers (without regard to cast, race, sex age etc). Turning to next criteria of QWL assessment i.e. constitutionalism in the work organization

B6. Constitutionalism in the work organization:

The constitutionalism in the work organization is represents the organisational policy regarding the rules, regulation and prescribed policies of the organisation.

Table 7 : Workers/ employee opinions assessment about constitutionalism in the work organization (N=330)

Sr.	Variables of constitutionalism in the work organization	Mean	S.D.	Rank
1.	Principle of equity in work and organisational equilibrium	4.21	0.78	2
2.	Organisation follow all prescribe functional policy and procedures. (regarding recruitment, selection, training and development, grievance resolution, performance appraisal and promotion procedures)	4.05	0.85	5
3.	Personal and professional information should be kept confidently.	4.34	0.73	1
4.	Satisfaction of organisational norms, constitution and regulation	4.19	0.82	3
5.	Scope of free speech	4.18	0.82	4

Source: (Compiled by Researcher)

Table 7 shows the variables contribution in constitutionalism in the work organization of QWL. Entire variables are contributing in the constitutionalism in the work organization of QWL, since the mean opinion score of samples ranging from 4.05 to 4.34 with standard deviation ranging from 0.73 to 0.85 since the standard deviation is reasonably low reveals uniformity into the opinion of samples. personal and professional information

should be kept confidently got first rank with 4.34 mean score followed by principle of equity in work and organisational equilibrium with 4.21 score and scope of free speech received second last i.e. fourth rank with 4.18 mean score followed by organisation follow all prescribe functional policy and procedures got last rank with 4.05 mean score.

It is concluded that considering constitutionalism in work organisation all companies maintain the confidentiality of personal and professional information, even they followed principle of equity in work and organisational equilibrium. But they need to give attention towards implementation of functional policy and procedure follow as prescribed (regarding recruitment and selection, training and development, grievance resolution, performance appraisal and promotion procedures). Let's move to see the QWL assessment of next criteria i.e. Social relevance of work.

B7. Social relevance of work:

The social relevance of work life is represents the organisational policy regarding the corporate social responsibility of organisation and workers. The social relevance of work's three variables which has been taken on five point likert scale analyzed descriptive statistics which shows the contribution of variables in the social relevance of work.

Table 8: Workers/ employee opinion regarding of social relevance of work life (N=330)

Sr.	Variables of social relevance of work life	Mean	S.D.	Rank
1.	Organisation provides best quality of product and services with social point of view pricing	3.88	0.87	3
2.	Organisation contributes to the society through social activities (E.g. Medical camps, blood donation campaign, help to educational trust etc.)	4.13	0.99	2
3.	Organisation takes precaution and measure to control industrial pollution	4.26	0.71	1

Source: (Compiled by Researcher)

Table 8 denotes the variables contribution in social relevance of work life of QWL. Entire variables are contributing in the social relevance of work life of QWL, since the mean opinion score of samples ranging from 3.88 to 4.26 with standard deviation ranging from 0.71 to 0.99 since the standard deviation is reasonably low reveals uniformity into the opinion of samples. Organisation takes precaution and measure to control industrial pollution has first rank with 4.26 mean score followed by organisation contributes to the society through social activities are received with 4.13 score. Organisation provides best quality of product and services with social point of view pricing got last rank with 3.88 mean score.

Above table conclude that all Satara engineering sample units takes precaution and measure to control industrial pollution. Most of organisation contributes to the society

through social activities (E.g. Medical camps, blood donation campaign, help to educational trust etc) but there is essentiality to create awareness regarding corporate social responsibility in Satara engineering sample units. Turning to last criteria of QWL assessment i.e. total life space/ work and quality of life.

B8. Total life space/ work and quality of life:

The total life space/ work and quality of life is represents the organisational policy regarding the corporate social responsibility of organisation and workers. The total life space/ work and quality of life's four variables which have been taken on five point likert scale are analyzed with descriptive statistics which shows the contribution of variables in the total life space/ work and quality of life.

Table 9: Workers/ employee opinion regarding of total life space/ work and quality of life (N=330)

Sr.	Variables of total life space/ work and quality of life	Mean	S.D.	Rank
1.	As per job description there is provision of flexible working hour, workload and weekly off	4.35	0.69	1
2.	Adequate dept/unit transfer	3.51	1.20	4
3.	You are satisfied with organisation perks/ amenities fun at workplace with enough leisure family time	3.92	0.94	3
4.	Enjoy authorised pay leaves, official weekly and public holidays	4.27	0.73	2

Source: (Compiled by Researcher)

Table 9 shows the variables contribution in total life space/ work and quality of life of QWL. Entire variables contributing in the total life space/ work and quality of life of QWL, since the mean opinion score of samples ranging from 3.51 to 4.35 with standard deviation ranging from 0.69 to 1.20 The standard deviation is unacceptable limit but with variable adequate dept/unit transfer the mean

score is less and S.D. is high denotes diffused opinions are the matter of concerned. Variable wise as per job description there is provision of flexible working hour, workload and weekly off got first rank with 4.35 mean score followed by enjoy authorised pay leaves, official weekly and public holidays with 4.27 score and adequate dept/unit transfer got last rank with 3.51 mean score.

Above table indicates Satara engineering sample units s follows the workload, working hours and weekly off as per job description also they gives authorised pay leaves, official weekly and public holidays. But there barrier faced by some of engineering unit in adequate transfer in departments and unit. Now look forward to the overall QWL Criteria's descriptive analysis.

B9. Overall Quality of Work Life in workers/ employee opinion:

After the assessment of individual criteria's variable, the mean of each criterion has been generated. Based on that mean the criteria wise assessment has been made. The overall Quality of Work Life also has been taken on the percentage in the perception of workers and employees about their existing QWL. Following table shows the overall QWL's criteria wise assessment in workers and employees opinion using central tendency and ranking.

Table 10: Overall QWL's Criteria wise Assessment in Workers and Employees Opinion (N=330)

Sr.	Criteria of QWL	Mean	S.D.	Rank
1.	Adequate and fair compensation	4.01	0.67	7
2.	Safe and healthy working condition	4.50	0.45	1
3.	Opportunity for continued career growth	4.08	0.54	6
4.	Opportunity to use and develop human capacities	4.18	0.53	4
5.	Social integration in the work force	4.20	0.64	2
6.	Constitutionalism in the work organization	4.19	0.58	3
7.	Social relevance of work	4.09	0.70	5
8.	Total life space/ work and quality of life	4.01	0.61	8

Source: (Compiled by Researcher)

Table 10 shows the criteria's contribution in total overall QWL of Satara engineering sample units. All variables contributing in the QWL, as the mean opinion score of samples ranging from 4.01 to 4.50 with standard deviation ranging from 0.45 to 0.70 since the standard deviation is reasonably low reveals uniformity into the opinion of samples. Safe and healthy working condition criteria got first rank with 4.50 mean score followed by social integration in the work force with 4.20 score and adequate and fair compensation received second last i.e. seventh rank with 4.01 mean score followed by last rank goes to total life space/ work and quality of life with 4.01 mean score.

Above table indicates Satara engineering sample units s follows all policies of health and safety working environment, maintain a healthy and safe working culture also the working culture, relationships in all levels of employees are good. . But the Sample units needs to take little efforts for workers satisfaction about compensation and corporate social activities. After the assessment of existing engineering sample units's QWL let's move to see the existing QWL in workers and employees perception. Following table shows the employees/workers perception towards their organisational existing Quality of Work-life.

Table 11: Overall organisational Quality of Work Life in Employees/Worker perceptive (N=330)

Sr.	Particulars	No. of Respondent	Percentage (%)
1.	0-10%	0	0
2.	11-20%	0	0
3.	21-30%	0	0
4.	31-40%	3	0.90
5.	41-50%	4	1.21

Sr.	Particulars	No. of Respondent	Percentage (%)
6.	51-60%	49	14.84
7.	61-70%	83	25.15
8.	71-80%	62	18.78
9.	81-90%	82	24.84
10.	91-100%	47	14.24
Total		330	100

Source: (Field Data)

Table 11 show in the employee/worker perception 25.15% samples units has denotes their QWL in 61-70% followed by 24.85% sample units indicates QWL in between 81-90%. Whereas 18.78% sample has QWL in 71-80% range. Only 14.24% sample units denotes QWL ranging in 91-100%. The least 0.91% sample units have QWL in ranging of 31-40%.

Above table shows that employee/worker perception most of samples units has denotes their QWL in between of 61-70% and 81-90%. Whereas only few sample units have QWL in ranging in-between of 31-40%. So in the perception of workers and employees the higher overall QWL is ranging in between 61-90% and lowest is ranging in-between of 31-40%. After the analysis of QWL of sample units turning move to analysed the organisational output in workers and employees perception.

5. FINDINGS

Perception of sample workers and employees has been assessed on five point scale about QWL variables across eight categories. Every variable were executed to sample worker and employee to opinion on as far as their perceptual satisfaction is concerned. The mean, standard deviation has been calculated. Following describes the findings of perceptual opinion of variables category wise.

- All variables of category adequate and fair compensation of QWL are contributing in the adequate and fair compensation of QWL. It shows that most of the engineering sample units have medical fund or ESI provision followed by the provision of advances, bonus and provident fund.
- All variables of category safe and healthy working condition of QWL contributing well, as variables in category shows that entire samples in Satara engineering units provide all precautionary safety equipments and dust-waste disposal management. (Safety equipments- helmet, gloves, shoes etc. firefighting equipment for workers and factory and pollution management) followed by maintenance of hygienic, clean and safe work environment.
- The variables in category opportunity for continued career growth of QWL are contributing, since the

mean score is higher than 3.90 for respective variables. Most of engineering units has been provide clearly defined job specification and job description. The employees and workers are satisfied with organizational culture.

- Entire variables of category opportunity to use and develop human capacities of QWL are contributing, as all is having mean score higher than 3.92. Most of the sample engineering units appreciate and recognize talent of human resource and increases emphasis on skill development and new knowledge.
- All variables of category opportunity for social integration in the work force of QWL are contributing, as all is having mean score higher than 4.14. Most of engineering unit's worker and employee say their organizational structure is appropriate to satisfy with supportive inter-relationship and communication between top management, supervisor, worker, and co-worker.
- Entire variables of category, constitutionalism in the work organization of QWL are contributing, as all is having mean score higher than 4.05. All companies maintain the confidentiality of personal and professional information; even they followed principle of equity in work and organizational equilibrium.
- The variables of category, social relevance of work life of QWL are contributing, as all is having mean score higher than 3.88. It is said that all samples in Satara engineering units takes precaution and measure to control industrial population. Most of organization contributes to the society through social activities but there is essentiality to create awareness regarding corporate social responsibility in Satara engineering sample units.
- Entire variables of category, total life space/ work and quality of life of QWL are contributing, as all is having mean score higher than 3.51. Satara engineering sample units follows the workload, working hours and weekly off as per job description also they gives authorized pay leaves, official weekly and public holidays.
- Besides assessing the individual category scores. A

comprehensive score of all variables of QWL has also been assessed, the overall QWL, mean score found to be more than 4.01. The category wise analysis of mean score shows satisfactory scenario of QWL in sample units.

- Overall organizational QWL in the perspective of employees and workers has been assessed asking to rate the perceptual QWL exists in the organization on 100 points. In the employee and worker perception, the higher overall QWL is ranging in between 61-90% and lowest is ranging in-between of 31-40%. (table: 4.23)

6. SUGGESTIONS

These suggestions are based on the data analysis and observations during visits to the sample units and consequent discussions held with office bearers and workers in sample units.

- A monetary and non-monetary benefit carries equal importance. Satara engineering industry needs to improve the fringe benefits /other facilities. Following are some of non monetary benefits and motivational aspects in which can be adopted as a reform in existing policies:
 - For decreasing absenteeism like calendar full day attendance allowance or award for attendance “Best Attendance Award” for 3 months duration can be provided.
 - In an overtime of work company can provide refreshment for worker and employees.
 - Develop motivational policy for increase production- production incentives schemes- defines set for level of production target and after target achievement gives production incentive for individual work and group incentives for group work.
 - Timely appreciation and praise for good work also can enhance the moral of workers and create an emotional attachment in organization and employees.
- Many engineering units carried stress management activities, but the stress management programs are less frequently organized at industry level. The essentiality is to increase the frequency of these activities. Stress management programs should include the spiritual, promotional mentor, yoga, meditation, aerobics, hobby related activities, sports, indoor and outdoor games and implement as per the requirement and possibility.
- Management may think of organized career workshop, training of new technology, machine operating workshops and training and personality development programs at worker level from in-house and outsource resources.
- There is need to improve organizational transparency in appraisal and promotional policies and procedure. Need to establish and publish the rules and regulation of probationary period, appraisal and promotional criteria, policies and procedures with each appraisal

and promotion declaration.

- There is need of healthy communication between workers and top level management - middle level management and lower level management. Need to consider the opinions of lower level in decision making and conflict management.
- Engineering units should publish reports of prescribed functional policies and procedure of organization regarding recruitment and selection, training and development, grievance resolution, performance appraisal and promotion procedures without any pressure and interference. So the organizational working environment come up with a great transparency in all context
- It's essential to create awareness of organization contribution towards society, social corporate responsibly in Satara engineering industry. As like a few units, the ‘MAS-Manufacturing Association of Satara’ organizes medical camp, blood donation campaign, educational trusts and voluntary other social activities. If every unit is not capable of doing these activities individually, they can be participating in ‘MAS’ activities and they can promote such activities through ‘MAS’.
- Spending quality time with family members is also simultaneously important as like work. Every person will be happy when it comes on perfect balance in career and family. So every company's management should arrange a work, workload and working hours considering a balance between working life and family life. Such as
 - Rotated three shift work i.e. morning shift, afternoon shift and night shift.
 - Organization can introduce a birthday and anniversary leaves for them.
 - Arrangement of yearly get-together for all workers, employees and their families.

7. CONCLUSION

This study is related to discover QWL determinants, the assessment of QWL in workers and employees opinion regarding existing Quality of Work Life of a sample unit. Referring literature review, the QWL determinants have been found which is determining the Quality of Work Life. Researcher reveals that overall review shows that Walton's eight criteria of Quality of Work Life is the base and determines the QWL. These eight criteria are:

- Fair and appropriate compensation
- Safe and healthy working condition
- Opportunity for continued career growth
- Opportunity to use and develop human capacities
- Social integration in the work force
- Constitutionalism in the work organization
- Social relevance of work
- Total life space / work and quality of life

This study meant to assess current Quality of Work Life of Satara engineering sample units as perceived by workers and employees. Walton's eight criteria of Quality of Work

Life used to seek the opinion of workers and employees to measured current statues and role of QWL in engineering sample units. The descriptive analysis shows Walton's eight criteria of QWL have been contributing in overall QWL. Besides this, sub-variables are also giving a high level of contribution in individual Walton's eight criteria.

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