



Quality of Work Life System in TVS Motor Co., Ltd Hosur, India

KEYWORDS

Job enrichment, job involvement, job performance, job security, productivity and Quality Work Life.

Dr. G. Prabhakaran

Asst. Prof. of Commerce and Management Studies, SRC – SASTRA University, Kumbakonam.

Dr. R. Renuka

Asst. Prof. of Commerce and Management Studies, SRC – SASTRA University, Kumbakonam.

Dr. M. Ganesan

Asst. Prof. of Commerce and Management Studies, SRC – SASTRA University, Kumbakonam.

ABSTRACT

Now-a-days most of the people had stress in their job. To overcome the stress of employees the Quality of Work Life system is adapted. Quality of work life (QWL) is based on changing the entire organizational climate by humanising work, individualising organizations and changing the structural and managerial systems. QWL influence on productivity of employees in an organization and it leads to physically and psychologically healthier employees with positive feelings. This study analyse in detail about the QWL system of work environment for the employees in TVS Co, Hosur, India. The statistical tools like Co-efficient of contingency and ANOVA have been used for analyses of the study.

Introduction

Quality of work life is the degree of which work in an organisation contributes to material and psychological well being of its members. Quality of work life (QWL) is based on changing the entire organizational climate by humanising work, individualising organizations and changing the structural and managerial systems. QWL influence on productivity of employees in an organization and it leads to physically and psychologically healthier employees with positive feelings⁵. This study analyse in detail about the QWL system of work environment for the employees in TVS Co, Hosur, India.

TVS Co., has concerned the following several factors of QWL for improving the productivity of employees

- Increase in education level and job aspiration of employees.
- Association of workers.
- Significance of human resource management.
- Wide spread industrial unrest.
- Growing of knowledge in human behaviour².

According to Richard Walton, promoter of QWL, has pointed out the eight dimension of QWL, such as fair compensation, safe & healthy working conditions, develop human capacities, opportunity for carrier growth of employees, social integration, constitutional protection to employees, wage and personal life and social relevance of works.

Family life too plays an important role in the work life of an employee. Family is the one social institution which has the greatest influence on the behaviour of employees. This is especially true in the Indian context, wherein, individuals are socially conditioned to prioritize domestic life over work life³.

Scope of the study

This study was conducted at TVS Co, Hosur, India. The study focus on the need and importance of QWL measures and its related activities. It analyzes the opinion of employees' of TVS Co., about the measures to improve QWL, factors, job involvement, flexibility on job, job enrichment, job performance, job security, job satisfaction and productivity.

Literature Review

Baba (1991) suggested the determinant of QWL and responded out that monotonous job and routine working activities were affecting the QWL negatively. The determinants of QWL were job satisfaction, work role ambiguity work role conflict, job involvement, job stress work role overload, or-

ganizational commitment and turnover intention¹.

Sirgy (2001) numerous factors were affecting QWL. The important factors were, need satisfaction based on job requirements, supervisory behaviour, work environment, and organizational commitment. It is observed that QWL as fulfilment of these key needs through resources, activities, and out comes resulting from participation in the work place⁶.

Zohir (2007) has been identified that financial benefit, security, social welfare and leave provisions had impact on firm performance that lead to a positive impact on QWL. He also found that non-financial benefits were helped to achieve workers QWL and improves firm performance⁷.

Daud (2010) determined the QWL was important to achieve employee job satisfaction they investigated the relationship between organizational commitment and QWL was highly correlated. They examined seven QWL variables namely participation, growth and development, supervision, physical environment, social relevance and pay benefits. Identified QWL was the key factor to achieve organizational commitment.

Gupta (2010) studied on quality of work life of telecom sector employees and examined whether and how the QWL affects the level of satisfaction of employees of telecom sector. Found that factors related to QWL are influencing the job involvement, Job enrichment, Job satisfaction and productivity. The factors have to be concentrate adequate and fair compensation, healthy work environment, opportunity for career growth, social integration in work place, personal life of employees and social relevance of works⁴.

Research Objectives

- To identify the employees' involvement in the job and their job satisfaction.
- To understand the personality traits of the workers in TVS Co.,
- To give suggest in to improve the job characteristics and productivity traits of employees in TVS Co.
- To evaluate safe and healthy working conditions of employees in their work place.

Research Methodology

The study has covered the primary and secondary information. The primary information were collected from the workers of TVS co belongs to various categories such as technical,

and non-technical employees/ workers. The simple random sampling method was adopted for this study. A total of 450 respondents were selected as sample for the study.

The secondary information have been collected from the books, Journals magazines, articles and internet for the study.

Profile of TVS Company

TVS Motor Company, the flagship company of the TVS group, is India's third largest two-wheeler manufacturer and one among the top ten in the world. The TVS group was established in 1911. Shri T.V.Sundaram Iyengar, founder of the company. The group has 30 companies employing a work force of around 40,000 people.

The TVS Motor Co has four manufacturing plants in various places namely Tamil Nadu, Karnataka, Himachal Pradesh and Indonesia. The TVS Motor Co Hosur, Tamil Nadu has chosen for the study.

The TVS Motor Co, Tamil Nadu, was established in 1977 at Hosur. It manufactures TVS Moped, scooter, two wheeler parts-gears, clutches, engines and automobile parts. There are 6000 employees are working in different categories in the company. This company is committed to achieve total customer satisfaction through excellence in quality.

TVS Motor Co is renowned for its human resource management. The principle of total employee involvement (TET) that the company employs, gives equal opportunity to each employee to create a promising career parts. Employee get exposure to various skills development aspects like cross functional teams (CFT), supervisory improvement teams (SIT) quality control circles (QCC) among various others, special care is taken to ensure the creation and maintenance of incomparable working environment with employee welfare at the local point.

In India, the company functions through a strong network of sales, authorized service centre and other certified service points.

Tools

Accounting and statistical tools like ratios, Co-efficient of Contingency and ANOVA have been used for the analysis of data. The use of all these techniques at different places was made in the light of the nature and suitability of data available and the requirements of analysis.

Analysis

The demographic characteristics of workers, TVS Co, Hosur, India are important in QWL. It is related to worker's age, educational qualification, employment status and years of experience are directly connected with QWL system of TVS Co, Hosur, India. The following table 1 depicts the demographic characteristics of workers, TVS Co, Hosur, India.

Table : 1 Demographic Characteristics of employees

Particulars	Category	No. of respondents	Percentage
Age	Below 30years	87	20
	Between 30-40 years	118	26
	Between 40-50 years	163	36
	Above 50 years	82	18
	Total	450	100
Educational Qualification	ITI	104	23
	Diploma	118	26
	Degree	135	30
	Others	93	21
	Total	450	100

Employment Status	Apprentice	108	24
	Casual worker	89	20
	Temporary	78	17
	Permanent	175	39
	Total	450	100
Experience	Below 10 years	138	31
	Between 10-20 years	95	21
	Between 20-30 years	149	33
	Above 30 years	68	15
	Total	450	100

Source: Primary Information

Table 1 shows that most of the workers are in the age group between 40 years and 50 years (36%) and more number of employees are qualified with degree (30%). Majority of the workers are permanent employee in TVS Co (30%) and more number of respondents are having experience between 20 years and 30 years.(33%)

Table : 2 Co efficient of contingency between age and QWL factors

H₀: There is no association between two attributes age of respondents and QWL factors.

QWL factors	Age in years				Total
	Below 30 B ₁	30-40 B ₂	40-50 B ₃	Above 50 B ₄	
Job involvement A ₁	10	18	28	13	69
Job enrichment A ₂	15	21	34	17	87
Job performance A ₃	32	35	53	25	145
Job security A ₄	14	24	26	14	78
Productivity A ₅	16	20	22	13	71
Total	87	118	163	82	450
Co-efficient of contingency: $C = \sqrt{\frac{\chi^2}{N + \chi^2}} = \sqrt{\frac{4.9243}{450 + 4.9243}} = 0.103$					

Source: Primary Information

It is understood from Table 2 that the job performance is one of the main factor for QWL of employees in TVS Motor Co., such as employees much more involvement in their job. Employees strongly used their position to enrich themselves also one of the measurement of QWL. When the company gives the job security to the employees, the employees productivity also more in their workplace. It is very helpful to improve the efficiency and ability of workers and to attain the goal of the company.

To achieve the objectives for the study, pearson co-efficient of mean contingency test was used on the data. The result shows that the QWL factors, job involvement, job environment, job security, job performance, and productivity were significant relationship with the age of respondents.

Results:

The calculated value of $\chi^2 0.103$ is less than the table value of χ^2 for V=12 @ 5% level of significant is 21.0, therefore the hypothesis is accepted. Hence it can be concluded that the age of respondents of the company, are not associated with the factors of QWL.

Table: 3 Educational qualification and QWL factors

QWL factors	Educational qualification				Total
	ITI	Diploma	Degree	Others	
Job involvement	14	18	21	23	76
Job enrichment	21	24	26	18	89
Job performance	35	30	36	23	124
Job security	16	23	25	16	80
Productivity	18	23	27	13	81
Total	104	118	135	93	450

Source: Primary information

ANOVA

H_0 : There is no significant difference in educational qualification and QWL factors.

Source	Sum of square	Df	Mean square	F
Between column	197.8	C-1=4-1=3	65.93	$\frac{65.93}{11.70} = 5.63$
Between row	383.5	R-1=5-1=4	95.87	$\frac{95.87}{11.70} = 8.19$
Residual	140.45	C*R=3x4=12	11.70	
Total	721.75	N-1=20-1=19		

It is inferred from table 3, degree holders (engineering) are highly performed in their job, but ITI holders and others are involved in their job is less, because they are getting in adequate knowledge in the particular job, it affects the productivity in their work place.

Diploma holders are gathering sufficient knowledge in their job, it reflects they are highly involved in their job and give more productivity in their work place.

From the study, we conclude their higher education qualification can determine the QWL of employees and to improve the ability and efficiency of the workers.

To get more explanation and understanding on the relationship among educational qualification of respondents and QWL factors. ANOVA can be used to test for the effect of two attributes.

Result I:

Compare the educational qualification estimate with the residual estimate, thus $F=5.63$ with the table value of 'F' for $V_1=3$ and $V_2=12$ @ 5% level of significance is 3.49 here the calculated value is more than the table value, therefore the hypothesis is rejected, we conclude that the educational qualification affects are differ significantly.

Result II:

Compare QWL factors estimate with the residual variance estimate, then 'F' = 8.19 for $V_1=4$ and $V_2=12$ @ 5% level of significance is 3.25. The calculated value is more than the table value therefore the hypothesis is rejected. We conclude that the QWL factors are differ significantly.

Table: 4 Employment status of respondents and QWL factors

H_0 : There is no significant different in employment status and QWL factors

QWL factors	Employment status				Total
	Apprentice	Casual worker	Temporary	Permanent	
Job involvement	20	12	13	24	69
Job enrichment	22	14	13	27	76
Job performance	24	27	22	52	125
Job security	23	15	14	32	84
Productivity	19	21	16	40	96
Total	108	89	78	175	450

ANOVA

H_0 : There is no significant difference in employment status and QWL factors.

Source	Sum of square	Df	Mean square	F
Between column	1133.8	C-1=4-1=3	$\frac{1133.8}{3} = 377.93$	$\frac{377.93}{14.89} = 25.38$
Between row	483.5	R-1=5-1=4	$\frac{483.5}{4} = 120.87$	$\frac{120.87}{14.89} = 8.12$
Residual	178.7	C*R=3x4=12	$\frac{178.7}{12} = 14.89$	
Total	1796	N-1=20-1=19		

Table 4 shows that the employment status of employee, determine the QWL factors. Temporary employees and casual workers involvement are very low in their job, because, they are getting low income and no job security.

Trainee (apprentice) personnel much more involvement in the job and higher productivity, the main goal of them to get the permanent job in the same industry.

Permanent workers are also highly involved in their job because QWL factors they are satisfied all the QWL factors.

We conclude from the study, permanent and trainee personnel are highly performed in their job and gives more productivity.

To collect/gather more explanation and understanding on the relationship among employment status of respondents and QWL factors. ANOVA can be used to test for the effect of two attributes.

Result I:

Compare the employment status with the residual estimate. Thus $F=25.38$ with the table value of 'F' for $V_1=3$ and $V_2=3$ @ 5% level of significance is 3.49 here the calculated value is more than the table value, therefore the hypothesis is rejected. We conclude that the employed status affect is differ significantly.

Result II:

Compare the QWL factors with the residual variance estimate, thus $F=8.12$ for $V_1=4$ and $V_2=12$ @ 5% level of significance is 3.25. The calculated value is more than the table value therefore the hypothesis is rejected. We conclude that the QWL factors are differ significantly.

Table: 5 Co-efficient of contingency between experience of respondents and QWL factors

H₀: There is no association between two attributes experience of respondents and QWL factors.

QWL factors	Experience in years				Total
	Below B ₁	10-20 B ₂	20-30 B ₃	30-40 B ₄	
Job involvement A ₁	25	13	27	12	77
Job enrichment A ₂	24	17	31	13	85
Job performance A ₃	41	26	43	17	127
Job security A ₄	25	20	23	12	80
Productivity A ₅	23	19	25	14	81
Total	138	95	149	68	450

Co-efficient of contingency:

$$C = \sqrt{\frac{\chi^2}{N + \chi^2}} = \sqrt{\frac{3.378}{450 + 3.378}} = 0.086$$

It is inferred from table 5, the QWL factors, determined by the employees experience (in years). Between 20 and 30 years experience, working people highly job performed and job enrichment, because they are having adequate knowledge in the particular job. Below 10 years experience of working personnel also highly involved in their job because they are energetic work power and no repetition of work in the work place.

Between 30 and 40 years experience of employees are having more knowledge in the particular field, but, they are not more involving in their job because, repetition of work and age factors.

We conclude that, between 20 and 30 years of experience personnel are highly performed and give more productivity in their work place. To achieve the objectives for the study pearson co-efficient of mean contingency test was used as data. The results showed that the QWL factors job involvement, job enrichment, job security, job performance and productivity were significant relationship with the experience of respondents.

Result:

The calculated value of χ^2 0.086 is less than the table value of χ^2 for V=12 @ 5% level of significant is 21.0, therefore the hypothesis is accepted. Hence it can be concluded that the experience of respondents of company are not associated with the QWL factors.

Suggestions:

1. The company may provide fair and equitable remuneration to casual workers and temporary employees.
2. The company may consider the health and safety programmes for the welfare of employees and improve QWL of employees.
3. Alternative work schedule should be arranged for employees, to reduce the work load and work stress in their work place.
4. Sound promotion policy and career development should be followed for improving the QWL of employees and increase their productivity.
5. The company may rearrange the job design and job enrichment for improve work life style quality of employees

and inducing the job performance to attain the top goal of the company.

6. Industrial tribunal can solve the grievances of employees in the company, industry, hence the company has average the proper tribunal for solving the problems and disputes of worker and it helps to improve the working life style of employees.
7. Work stress can be reduced by developing the team work activities that can result in high performance and job satisfaction.
8. Employees satisfaction can be achieved by embracing certain level of job security, job safety, fair remuneration, social life employment opportunities and participation in decision making.

Conclusion:

Based on analysis, it was found that QWL factors did have a strong and influence towards the job performance of employees in TVS Motor Co. This job performance will also determine the success of the organisation and individual goals to attain. All the factors of QWL from this study and the co-efficient of contingency between the demographic characteristics of respondents and QWL factors play an important part in improving the performance of work life quality of employees in to company. The company should follow a systematic process of keeping its view and the mission for smooth flow of work life of the employees.

REFERENCE

1. Baba, vv and Jamal, M (1991) Reutilizations of job context and job content as related to employees quality of working life: a study of psychiatric news. Journal of organizational behaviour.12.379-386.
2. Lawler, E. (1982) strategies for improving the quality of work life. American psychologist, 37, 2005, 486-493.
3. Loscocco, K.A. & Roschelle, A. N.(1991) influences on the quality of work and non work life: Two decades in review. Journal of vocational behaviour, 39, 182-225.
4. Meenakshi Gupta and parul Sharma, 2010, "Factor credentials boosting quality of work life of BSNL employees in jammu region", Sri Krishna International Research & educational Consortium, Vol.01, Issue 02, (2010).
5. Mirris, P.H. and Lawler, E.E. (1984) Accounting for quality of work life. Journal of occupational behaviour 5.197-212.
6. Sirgy, M.J., Efraty, D., Siegel, P & Lee, D. (2001). A new measure of quality of work like (QWL) based on need satisfaction and spill over theories. Social Indicators Research, 55,241-302.
7. Zohir, S.C., (2007), "Role of Dhaka Export Processing Zone: Employment and empowerment". Research report, Bangladesh institute of Development studies, Dhaka.