

## A study on Quality of Work Life of Cement Industry in Ariyalur District



### Commerce

**KEYWORDS :** Quality of work life, Total life space, social relevance, Quality of work life feeling, stakeholders.

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### ABSTRACT

*Quality of work life is an important indicator and yardstick for any organization to measure its overall performance and overall satisfaction of its stakeholder's. Quality of work life is comprising of several factors which are influencing the quality of work life in different dimensions. Quality of work life of this industry is concerned the safety, healthy work environment, adequate and fair compensation and social relevance are undedicated by the internal stakeholders (Employees). Also the lower level workers don't have, that much amount of quality of work life that is why they don't have that much level of involvement in their company. Hence to bring-up the expected level of involvement of the employees they must be provided enough amount of training and they must be given on -par treatment while compare with the rest of the level of employees of their organization.*

### Introduction

Historically, cultural values about work have shifted greatly over the years. In ancient time work was performed only by slaves, The Renaissance and Reformation brought great changes in prevailing attitude towards work. Work acquired a moral dignity of its own. Work serves many purposes. The economic function of work for producing goods and services is its most obvious value. In return form of production the work is paid wages that enable the purchase of good, shelter, plus other needs and luxuries of life. But work serves other values as well. As part of social needs people are supplied at the work place, were they meet, and converse and share experiences. Ones job connotes a certain social status both for the worker and his or her family. Work also contributes to an employees self esteem by reflecting a contribution to the work group, department and company. If a person is competent and meets his own personal and the boss' satisfaction expectations, this contributes to a sense of personal worth. Quality of Work Life (QWL) is a relatively new concept. It refers to the favorableness or unfavorableness of a job environment for people (Davis and Newstrom, 1985).

### Evolution of quality of work life

Walton attributes the evolution of QWL to various phases in history. Legislation enacted in early 20th century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Emphasis was given to '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 psychologists proposing a 'positive relationship between morale and productivity', and the possibility that improved human relations would lead to the enhancement of both. Attempts to reform and to acquire equal employment opportunities and job enrichment schemes also were introduced. Finally, in the 1970s the idea of QWL was conceived which according to Walton, is broader than these earlier developments and is something that must include ' the values that were at the heart of these earlier reform movements' and 'human needs and aspirations'(Walton, 1973).

The modern interest in the quality of work life was stimulated through efforts to change the scope of people satisfaction job in attempting to motivate them (Tyagi 1997). The jobs should seek to employ higher skills of workers, improve their skills, and contribute to general Social advancement as well as programs that offer employees, the opportunity to purchase equity in their firms or programs that provide protection against arbitrary action for their supervisors (Robins, S. 1997).

### Criteria for quality of work life:

It has been pointed out by Ted Mills that one of the problems

with the tern is that "quality of work life" is not a single, specific notion. Rather, it subsumes a whole pass of terms and notions, all of which he feels really belong under the umbrella "quality of work life":

1. Industrial Effectiveness
2. Human Resource Development
3. Organizational Effectiveness
4. Works Restructure
5. Job Enrichment
6. Organizational Restructure
7. Socio- Technical Systems
8. Work Humanization
9. Group work concept
10. Labour – management cooperation
11. Working together; work involvement; and worker participation
12. Cooperation work restructures

### Importance of Quality of Work Life:

Quality work life is essentially the concept of favorable situation of a work environment. It is imperative in any type of organizations to ensure high productivity and involvement of employees in generation of goods and services of better quality. The global economy presents the organization with new challenges to be faced by the employees. To make it more imperative employee's involvement and commitment are required in achieving organizational goals. Such involvements and commitments could be secured only through improved quality of work life. Furthermore working life is regarded as a larger ecological complex of human resource. So ultimately the quality of working life of employees should be made better and pave the way for satisfied working conditions and make them involved in the growth of the organization.

### Review of Literature:

Cohen. D.S (1979) Quality of work is a process of joint decision making, collaboration and building mutual respect between management and employee, which seems to cause a change in how people feel about labour their work and each other. It is this change in the human climate that quality advocated, maintains, increases satisfaction and facilitates better solution to management and production.

Ekramu Hoque, M. and Alinoor Rahman (1999) They attempted to compare the QWL of industrial workers according to the nature of the organizations and to measure whether there is any significant relationship among quality of work life, job behaviour and demographic variables of the workers. The result revealed workers of private sector textile mills perceived significantly higher QWL than in the public sector; QWL has significant negative correlation with absenteeism and accident and QWL has significant positive correlation with performance.

Tambe M.R. (2000) In a broad sense QWL includes job enrichment group work concept, labour management co-operation, workers involvement, co-operative work environment and organizational industrial effectiveness. In a narrow sense it is a conducive and encouraging job and physical environment.

Mentz (2001) conducted a study to determine the quality of work life of teachers in farm schools in South Africa. The sample consists of 60 teachers in 15 farm schools. Findings indicate that teachers in rural schools are generally satisfied with circumstances and enjoy teaching; they are satisfied with classroom size, physical facilities and teacher student relations.

Topper (2008) The literature reviews of psychological and sociological studies of job satisfaction in general and specifically for library workers were under taken by Topper(2008). The investigation was primarily intended to measure the job satisfaction among library workers. It revealed that the library workers are very satisfied in their job. It also underlined the fact that job satisfaction should be the key factor for recruitment of the next generation library workers.

Edwards, J., Van laar, D.L & Easton, S. (2009). Regular assessment of quality of work life can potentially provide organization with important information about the welfare of their employees, such as job satisfaction, general well-being, work related stress and the home-work interface.

**Research methodology:  
Research Design**

The research design is an important yardstick and it is describing the properties of the proposed research with related to a particular domine. This article is concerned; the research design is descriptive in nature. This article is going to evaluate the existing level of quality of work life which is prevailing in cement industry at Ariyalur District.

**Survey and sampling method:**

The researcher is decided to deploy the primary data from the concerned industry [respondents] with the help of the data collection tool [questionnaire]. Apart from the primary data the required data's to enhance the quality of the article is to be collected from the secondary sources such as books, magazines and annual reports of the companies.

The data which is to be collected from the respondents on random basis [simple random sampling]. The companies which are included in this survey are TANCEM, BIRLA and RAMCO. The sample size which is a determined for the study is 300 from all three companies.

**Statistical tool used:**

The collected data which is analysed with the help of ANOVA.

**Objective**

To find out the existing level of Quality of Work Life perceived by the employees in cement industry.

**Limitations:**

The researcher had an intention and interest to study the Quality of work Life of whole companies that is, all six cement companies which are located in Ariyalur District. In fact she approached all six companies; however she had been permitted by only three companies viz, TANCEM, BIRLA and RAMCO. If other three companies have granted permission then the outcomes of this research would have been more applicable.

**Analysis and Interpretation:**

Quality of Work Life (QWL) includes a host of issues ranging from occupational safety and health, job training, retraining, educational opportunities to society recreational facilities and childcare. QWL is a process of work organizations, which enables its members at all levels to participate actively and efficiency in shaping the organizations environment, methods and outcomes.

**Table: 1  
ANOVA - For Different Companies towards Adequate and Fair Compensation of QWL**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Adequate and Fair Compensation	TANCEM	200	3.4675	.68100	7.201	0.001
	BIRLA	200	3.3163	.64117		
	RAMCO	200	3.2213	.64054		
	Total	600	3.3350	.66125		

**Post Hoc Bonferroni Test**

QWL Factor	Name of the Company (I)	Name of the Company (J)	Mean Difference (I - J)	Sig.
Adequate and Fair Compensation	TANCEM	BIRLA	.15125	.064
		RAMCO	.24625(*)	.001
	BIRLA	TANCEM	-.15125	.064
		RAMCO	.09500	.442
	RAMCO	TANCEM	-.24625(*)	.001
		BIRLA	-.09500	.442

The above table shows that the ANOVA for different companies towards adequate and fair compensation of quality of work life. In order to find out the mean difference between companies, ANOVA result shows a significant outcome (F = 7.201; p = 0.001). Post hoc Bonferroni test was performed to find out the dominating factor and it is found that TANCEM (mean = 3.467; SD = 0.681) has provide adequate and fair compensation to their employees compared to RAMCO (mean = 3.221; SD = 0.640). Though the mean value is high for both the companies, the employees of those two companies differ significantly. That is, the employees in TANCEM opine that their company provides adequate and fair compensation to its employees whereas other companies do not provide fair compensation. Being private companies, they cannot give salary or wages without extracting more work from you.

**Table: 2  
ANOVA - For Different Companies towards Safe and Healthy Work Environment**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Safe and healthy Work Environment	TANCEM	200	3.1035	.78892	3.606	0.028
	BIRLA	200	3.2142	.72028		
	RAMCO	200	3.2868	.52517		
	Total	600	3.2015	.69025		

**Post Hoc Bonferroni Test**

QWL Factor	Name of the Company (I)	Name of the Company (J)	Mean Difference (I - J)	Sig.
Safe and healthy Work Environment	TANCEM	BIRLA	-.11065	.324
		RAMCO	-.18325(*)	.024
	BIRLA	TANCEM	.11065	.324
		RAMCO	-.07260	.874
	RAMCO	TANCEM	.18325(*)	.024
		BIRLA	.07260	.874

ANOVA for different companies towards safe and healthy work environment of quality of work life is given in the above table. In order to find out the mean difference between companies, ANOVA result shows a significant outcome (F = 3.606; p = 0.028). Post hoc Bonferroni test was performed to find out the dominating factor and it is found that the employees of RAMCO (mean = 3.286; SD = 0.5251) have safe and healthy working environment compared to TANCEM (mean = 3.1035; SD = 0.7889). Though the mean value is high for both the companies, the employees of those two companies differ significantly. That is, in RAMCO,

the company provides safe and healthy work environment compared to TANCEM.

**Table: 3**  
**ANOVA - For Different Companies towards Development of Human Capacities**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Development of Human Capacities	TANCEM	200	3.5250	.45344	2.406	0.091
	BIRLA	200	3.5382	.45545		
	RAMCO	200	3.4423	.51083		
	Total	600	3.5018	.47510		

The above table depicts that the ANOVA for different companies towards development of human capacities. In order to find out the mean difference between three companies, ANOVA performed and the result shows an insignificant outcome (F = 2.406; p = 0.091), which means that the development of human capacities by the management in all the three companies are similar and there is no variation between them. The mean value denotes a positive sign which means that the management in all the companies develops the human capacities and gives value to human work.

**Table: 4**  
**ANOVA for Different Companies towards Growth and Security**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Growth and Security	TANCEM	200	3.5870	.39971	3.615	0.207
	BIRLA	200	3.5043	.40404		
	RAMCO	200	3.4807	.44053		
	Total	600	3.5240	.41697		

The above table depicts that the ANOVA for different companies towards growth and security. In order to find out the mean difference between three companies, ANOVA performed and the result shows an insignificant outcome (F = 3.615; p = 0.207), which means that the growth and security offered by the management in all the three companies are similar and there is no variation between them. The mean value denotes a positive sign which means that the company provides growth and securities for its employee

**Table: 5**  
**ANOVA - For Different Companies towards Social Integration**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Social Integration	TANCEM	200	3.4514	.49699	13.091	< 0.001
	BIRLA	200	3.6985	.47442		
	RAMCO	200	3.5228	.51904		
	Total	600	3.5576	.50709		

**Post Hoc Bonferroni Test**

QWL Factor	Name of the Company (I)	Name of the Company (J)	Mean Difference (I - J)	Sig.
Social Integration	TANCEM	BIRLA	-.24715(*)	.000
		RAMCO	-.07143	.454
		TANCEM	.24715(*)	.000
	BIRLA	RAMCO	.17573(*)	.001
		TANCEM	.07143	.454
	RAMCO	BIRLA	-.17573(*)	.001

The above table denotes that how companies differ in social integration. ANOVA has been used for this purpose and the result shows a significant outcome (F = 13.091; p < 0.001). On observing the mean difference Post Hoc Bonferroni Test result shows that the social integration adopted in BIRLA (mean = 3.6985; SD = 0.4744) is significantly different from TANCEM (mean =

3.4514; SD = 0.4969) and RAMCO (mean = 3.5228; SD = 0.5190). That is the social integration adopted in BIRLA is much effective compared to the RAMCO and TANCEM, but there is no difference between the social integration adopted in RAMCO and TANCEM.

**Table: 6**  
**ANOVA - For Different Companies towards Constitutionalism**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Constitutionalism	TANCEM	200	3.5150	.79628	0.901	0.407
	BIRLA	200	3.5400	.81139		
	RAMCO	200	3.4350	.84354		
	Total	600	3.4967	.81717		

The above table shows that how constitutionalism differs between companies taken for the study. ANOVA result shows a insignificant outcome (F = 0.901; p = 0.407), which means that there is no significant difference exists among different companies towards constitutionalism inside the organization. That is all the companies have similar constitutionalism in their organization. The result might be true because in every organization there must be some rules which is to be strictly followed by the employees. No company wants to deviate from this. That could be the reason for having insignificant result.

**Table: 7**  
**ANOVA - For Different Companies towards Total Life Space**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Total Life Space	TANCEM	200	2.9550	.70388	2.118	0.121
	BIRLA	200	2.9088	.70228		
	RAMCO	200	2.8125	.71319		
	Total	600	2.8921	.70779		

The above table shows that how total life space differs between companies taken for the study. ANOVA result shows an insignificant outcome (F = 2.118; p = 0.121), which means that there is no significant difference exists among different companies towards total life space of the employees.

**Table: 8**  
**ANOVA - For Different Companies towards Social Relevance**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
Social Relevance	TANCEM	200	3.2986	.52977	6.222	0.002
	BIRLA	200	3.4675	.52855		
	RAMCO	200	3.4442	.49798		
	Total	600	3.4034	.52348		

**Post Hoc Bonferroni Test**

QWL Factor	Name of the Company (I)	Name of the Company (J)	Mean Difference (I - J)	Sig.
Social Relevance	TANCEM	BIRLA	-.16892(*)	.004
		RAMCO	-.14558(*)	.016
	BIRLA	TANCEM	.16892(*)	.004
		RAMCO	.02333	1.000
	RAMCO	TANCEM	.14558(*)	.016
		BIRLA	-.02333	1.000

The above table denotes that how companies differ in social relevance. ANOVA has been used for this purpose and the result shows a significant outcome (F = 6.222; p = 0.002). On observing the mean difference Post Hoc Bonferroni Test result shows that the social relevance of TANCEM (mean = 3.298; SD = 0.529) is significantly different from RAMCO (mean = 3.444; SD = 0.497) and BIRLA (mean = 3.467; SD = 0.528). That is the

social relevance of TANCEM is comparatively less than the social relevance of RAMCO and BIRLA, but there is no difference between the system followed in RAMCO and BIRLA. It is concluded from the result that private companies give more importance to social relevance than the public limited companies. Because, for private companies brand identity is must and for building brand identity, they work hard and one among their efforts is social relevance.

**Table: 9**  
**ANOVA - For Different Companies towards QWL Feeling**

QWL Factor	Name of the company	N	Mean	SD	F	Sig.
QWL Feeling	TANCEM	200	3.6245	.44794	10.587	<0.001
	BIRLA	200	3.4185	.46171		
	RAMCO	200	3.4915	.45211		
	Total	600	3.5115	.46116		

**Post Hoc Bonferroni Test Result**

QWL Factor	Name of the Company (I)	Name of the Company (J)	Mean Difference (I - J)	Sig.
QWL Feeling	TANCEM	BIRLA	.20600(*)	.000
		RAMCO	.13300(*)	.011
	BIRLA	TANCEM	-.20600(*)	.000
		RAMCO	-.07300	.325
	RAMCO	TANCEM	-.13300(*)	.011
		BIRLA	.07300	.325

The above table denotes that how companies differ in QWL Feeling. ANOVA has been used for this purpose and the result shows a significant outcome (F = 10.587; p < 0.001). On observing the mean difference Post Hoc Bonferroni Test result shows that the QWL feeling of employees in TANCEM (mean = 3.624; SD = 0.447) is significantly different from RAMCO (mean = 3.491; SD = 0.452) and BIRLA (mean = 3.418; SD = 0.461). That is the QWL feeling of employees in TANCEM is more compared to the QWL feeling of employees in RAMCO and BIRLA, but there is no difference between RAMCO and BIRLA. It is concluded that the employees are enjoying their work in public limited companies whereas it is difficult in private companies.

The influence of age on difference factors of quality of work life has been discussed hereunder. Among quality of work life, the influence of age on individual factor is discussed separately in the forthcoming pages.

**Findings:**

1. Among the different variables of quality of work life, social integration becomes top priority given by the employees followed by development of human capacities, quality of work-life feeling, growth and security, and constitutionalism. However, respondents do not favor of total life space and gave poor response to safe and healthy work environment, adequate and fair compensation, and social relevance.
2. The employees based on their age differ significantly towards their opinion on growth and security. The employees who are in the age group of more than 50 years have positive opinion towards growth and security provided by the company compared to the employees who are in the age group of less than 31 years and 31 to 40 years.
3. Adequate and fair compensation, safe and healthy work environment, development of human capacities, social integration, constitutionalism, total life space, and social rel-

evance have significantly influenced by department where the employees are working. The technical peoples show more positive reaction towards all the significant variables compared to non-technical employees.

4. It is found that lower level employees have opine that the company provides adequate and fair compensation to their employees compared to middle level employees.
5. It is found that the lower level employees have positive opinion towards safe and healthy working environment provided by the company compared to middle level employees.
6. The lower level employees and top level employees significantly have opined that their company gives importance to development of human capacities, compared to middle level employees.
7. The employees based on their experience do not differ significantly towards their opinion on adequate and fair compensation, safe and healthy work environment, growth and security, and QWL feeling.
8. Development of human capacities, growth and security, Constitutionalism, and QWL feeling are the variables which are significantly influenced by family type. On observing all the cases, joint family employees show positive reaction towards development of human capacities, growth and security and constitutionalism except QWL feeling.

**Suggestions:**

1. Social integration is the key factor for quality of work life. Companies must see to that their employee's interaction with co-workers and outsiders. They must organize social gathering frequently in their company to have social integration among the employees and also management.
2. Since, social relevance' has been considered as the most influencing variables of organizational climate followed by 'QWL feeling', 'adequate and fair compensation', 'development of human capacities', 'total life space', 'growth and security', and 'social integration', cement companies should concentrate on the those aspects because they are considered as very important in determining good organization climate in cement industries.
3. Companies need to specify the quality of service provided to its lower level employees and middle level employees, and keep on preaching on quality aspects, because nowadays people are giving importance to quality aspects both in product and also in service.
4. Since, the QWL feeling is more in public companies compared to private companies, the private companies need to create the feeling of good quality of work life by satisfying the employee's requirements.
5. The quality of work life is found to be good among younger age group compared to elders. Therefore, companies identify the blocks among the elders to have good quality of work life.

**Conclusion:**

Quality of work life of employees from the perspective of management like providing adequate and fair compensation, safe and healthy work environment, developing their capacities, providing growth and security for the employees, and creating social integration environment will enhance the employee's involvement and commitment towards his work. Good quality of work life will also result in favorable organizational climate. This study concludes that the importance should be given to lower level employees and less experienced persons to improve their performance by providing proper training in various aspects of organization. If employees feel that the company is our own company; we should work for it to raise the standards and to compete with other companies then the quality of work life will be good and organizational climate will also be good.

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