

**INFLUENCE OF QWL ON JOB SATISFACTION: A STUDY CONDUCTED AMONG
THE EMPLOYEES OF MANUFACTURING SECTOR IN CHENNAI**

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ABSTRACT

The aim of this research paper is to examine the association of the work life quality with the job satisfaction of employees. The research is conducted among the workers of the manufacturing concerns at Chennai. The data collection instrument is a structured questionnaire which is adopted from previous studies. The method which is used to select the participants of the study is random sampling. The data collected to achieve the objectives is analyzed statistically with the help of SPSS package. The study has got its sample size as 100 and the responses of the participants are marked in the questionnaire consisting of items to be filled in a five-point Likert scale. The data so collected was analyzed later by executing regression technique. The findings of the study show that the work life quality has a positive influence over the job satisfaction of the employees.

KEYWORDS:QWL, Job Satisfaction

INTRODUCTION

The work lie quality expresses the issues related with the enhancement of the satisfaction of the employees, better management of the continuing change in the organization and also strengthening the learning process at the workplace. The significant policy to enhance the work life quality is to establish the rules for work which can facilitate the maintenance of an atmosphere which is favorable for the employees to perform better. The rules framed for the job also helps to improve the work life quality by way of establishing an atmosphere in which the

employees are given proper respect and treated with dignity by helping the employees to work in a safe environment, by motivating effective communication between the employer and the employee. Work life quality offers the employees with safe and better work situations. Apart from this, the employees wish to have some more like effective respect for them and proper communications with the fellow employees, customers and also with the superiors. Many employees desire to be the effective part of the team in which they are working.

The concept of work life quality was first used in the year 1960. It was initially implemented in United auto workers and general Motors for explaining the job satisfaction level of the employees. The term was framed by Irving Bluestone and it used as a variable to express the job satisfaction level of the employees and later it was developed as an approach and program to improve the productivity of the workers (Goode, 1989).

The feeling of the employee to be satisfied in the job is referred to as the job satisfaction. It is a sort of motivation in job. It does not refer to the self-contentment or self-satisfaction but relate to the satisfaction in job. When an employee achieves anything in work, he is said to get job satisfaction. It is directly connected with the employee productivity.

OBJECTIVE

The determination of this research paper is to examine the association of work life quality with the job satisfaction of the employees.

REVIEW OF LITERATURE

Walton (1972) had reviewed the 8 diverse categories which the programs related with work life quality are concerned. It is comprised of diverse contextual factors along with the progress of the human aptitudes, social relevance and social integration. The author had specified

extra credibility to the factors of work life quality like the development of human aptitude, social integration and social relevance.

Lawler (1975) had measured the psychological work life quality and also proposed the impacts of work life quality, which includes the behavioral and attitudinal outcomes along with the job satisfaction. The author of this study had added the self-esteem of employees, mental and physical health, attendance of the employees, job and personal life related progress to be as the major aspects of work life quality in the organization.

Strauss (1977) had focused on the employee participation in the study named “Improving life at work: Behavioral science approaches to organizational change”. He had reported that the participation of the employees improves their creativity and also offers the employees with the feeling of achievement in job. Employee participation strengthens the relationship between employer and the employee, boosts up the work atmosphere and makes the efforts of the informal group to target the objectives of the management in the organization. Many organizations are nowadays giving more attention and focus to the participation of the employees. Hence, it can be rightly said that one of the major elements of work life quality is the employee participation.

RESEARCH METHODOLOGY

The research work was conducted among the employees of the manufacturing company of Salem. Information needed for the study was collected through questionnaire, which was then analyzed through regression and SPSS package. The participants for the study were selected through random sampling technique. The sample size is 100 and the questionnaire comprises of items with a five-point Likert scale. QWL scale adopted from Walton (1975).

ANALYSIS AND INTERPRETATION

R	R Square	Adjusted R Square	F	Sig.
.918(a)	.842	.831	74.638	.000(a)

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.330	.160		2.055	.042
Adequate and Fair Compensation,	.106	.026	.161	4.023	.000
Safe and Healthy Working Conditions,	.107	.030	.196	3.598	.000
Immediate Opportunity to Use and Develop Human Capacities,	.208	.033	.321	6.274	.000
Opportunity for Continued Growth and Security,	.305	.035	.546	8.733	.000
Social Integration in the Work Organization,	.074	.040	.127	1.870	.064
Constitutionalism in the Work Organization,	.016	.030	.030	.525	.600
Works and Total Life Space	.171	.035	.224	4.894	.000
Social Relevance of Work Life.	-.067	.044	-.098	-1.537	.127

a Dependent Variable: Job Satisfaction

The findings of multiple regressions reveal the fact that the job satisfaction of the employees is being affected by the QWL. For checking the significance of R^2 , ANOVA is conducted in the study. The F score is 74.638 ($P < 0.000$) which expressed the fact that the QWL of the employees is affected by the factors of job satisfaction. The regression analysis also shows that the eight statements of the independent variable have an effect on the dependent variable. The positive value for coefficient further exhibits that the antecedents influences the dependent variable.

CONCLUSION

The findings of the study show that the work life quality in the organizations have a significant and positive effect on the job satisfaction of the employees. If the employees are offered with situations that are favorable to them for working, their motivation level will also boost up and as a result their job satisfaction will also be enhanced. In short, it can be said that the work life quality influences the job satisfaction of the employees.

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