



## A Study On Quality Of Work Life In Brakes India ,Chennai

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**ABSTRACT** *The term Quality of work life (qwl) has some different people consider it industrial democracy or co determination with increased employee participation in the decision making process. For other particularly managers and administrators, the term denotes improvements in the psychological aspects of work to improve productivity. Unions and workers interpret it as a more equitable sharing of profits, job security and health and human working condition. The term "quality of work life has different connotations to different persons. For ex., to a worker on an assembly line, it may just mean a fair day is pay safe working conditions and a supervisor who treats him/her with dignity. To a young new entrant, it may mean opportunities for advancement, creative tasks and a successful career. Other views it as improving social relationships at the workplace through autonomous work groups. Finally others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structure and managerial system. A man's job respondents an important segment of his life as he spends a greater part of his life in his work. Every individual has special abilities, aptitudes, inherited, capabilities, interest and aspiration. Also, every individual has certain needs and motives which full satisfaction.*

### INTRODUCTION

Nature of work life alludes to the positivity or troublesome ness of an occupation domain for individuals. It alludes to the nature of connection amongst representative and the aggregate working environment. Harrison characterized as

"Nature of work life is how much function in an association adds to material and mental prosperity of its individuals".

One master characterizes "Nature of work life as a procedure of joint basic leadership



festivity and building common regard amongst administration and representatives"

### **WHAT IS QUALITY OF WORKING LIFE?**

Different creators and scientists have proposed models of Quality of working life which incorporate an extensive variety of variables. Chosen models are explored underneath.

Hackman and Oldham (1976)(5) attracted regard for what they depicted as mental development needs as applicable to the thought of Quality of working life. A few such needs were recognized; Skill assortment, Task Identity, Task importance, Autonomy and Feedback. They proposed that such needs must be tended to if representatives are to encounter high caliber of working life.

Rather than such hypothesis based models, Taylor (1979)(6) all the more even-mindedly distinguished the fundamental parts of Quality of working life as; essential outward employment components of wages, hours and working conditions, and the inherent activity thoughts of the idea of the work itself. He recommended that various different perspectives could be included, including; singular power, worker cooperation in the administration, decency and value, social help, utilization of one's available abilities, self advancement, a significant future at work, social pertinence of the work or item, impact on additional work exercises. Taylor proposed that significant Quality of working life ideas may shift as indicated by association and representative gathering.



Warr and partners (1979)(7), in an examination of Quality of working life, considered a scope of obviously pertinent variables, including work contribution, inherent employment inspiration, higher request require quality, saw natural occupation attributes, work fulfillment, life fulfillment, satisfaction, and self-evaluated nervousness. They examined a scope of relationships got from their work, for example, those between work contribution and occupation fulfillment, natural employment inspiration and occupation fulfillment, and saw inherent occupation qualities and occupation fulfillment. Specifically, Warr et al. discovered proof for a direct relationship between add up to work fulfillment and aggregate life fulfillment and bliss, with a less solid, however noteworthy relationship with self-appraised uneasiness.

## COMPANY PROFILE

Brakes India ltd was established in 1962 as a joint venture between T.V.Sundaram iyengar & sons, India and Lucas Industries plc, UK. The later was acquired by Lucas Varity (CAPS) and subsequently by TRW in May 1999.

The company consists of two divisions- Brakes Division and Foundry Division. The brakes divisions is India's largest manufacturer of complete braking system for automotive and non-automotive applications including Hydraulic Brake and Clutch actuation systems, Foundation Brakes equipment, Heavy Duty Brake and Clutch Fluid.

The Foundry Division is equipped with state of-the-art technology to manufacturer of permanent mould ferrous die-castings.

Breaks India's success lies in management philosophy matched by its commitment to total quality by identifying and meeting customer needs which would include the expectations on quality, delivery and price.

## NEED AND IMPORTANCE OF THE STUDY

❖ The study can be used to bring out the solution for the problem in finding out the solution for the quality of work life.



❖ The study may be able to provide guidance in adopting selective strategy for improving the quality of work life.

❖ The company would be able to take the remedial steps to improve the quality of work life.

❖ The company would be able to know the satisfaction level of existing employees regarding the quality of work life.

❖ The company can give more satisfaction to the customers by offering a better service through quality of work life.

### SCOPE OF THE STUDY

❖ The scope of study is to know about the better working conditions and welfare facilities provided to the employee, and the opportunities provided to the employee's

❖ To study the supervision level and to know the level of job satisfaction of the present employee's and to ensure the better performance of employee which increase productivity and profit of employee's

❖ Hence the aim of the study is to cover the quality of work life provided in BRAKES INDIA LTD

### OBJECTIVES OF THE STUDY

❖ To study the quality of work life prevailing in BRAKES INDIA Ltd.,

❖ To find out the effectiveness of employee by the quality of work life programmes rendered.

❖ To analyze the relationship between co-workers.

❖ To study the satisfaction level of employee, towards the working conditions prevailing

### SOURCES OF DATA

#### DATA COLLECTION:

Primary data and secondary data were used to collect the data for this study.

#### PRIMARY DATA:



The primary data are those, which are collected a fresh and for the first time, and thus happen to be original in character. Primary data was collected in the form of direct contact method with the employees in the organization. A questionnaire was provided to the employees in order to record the response for analyzing the quality of work life.

#### **SECONDARY DATA:**

The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. Secondary data was collected from various books, project books, websites, magazines, etc...

#### **RESEARCH APPROACH:**

Descriptive research studies are those studies, which are concerned with describing the characteristics of a particular individual, or of a group.

It includes surveys and fact-finding enquires of different kinds.

The major purpose of descriptive research is description of the state of affairs, as it exists at present. Survey method is used to study the “quality of work life” surveys are conducted is case of descriptive research studies.

Surveys are concerned with describing, recording, analyzing and interpreting conditions that either exists or existed. Surveys are usually appropriate in case of social and behavioral sciences. Surveys may either be census or sample surveys. The method of data collection happens to be observation, or interview or questionnaire/ opinion ire or some projective techniques.

#### **INSTRUMENT USED:**

A questionnaire consists of a number of questions printed or typed in a definite order on a form or set of forms. The form of the question may be either closed (i.e. of the type ‘yes’ or ‘no’) or open (i.e. inviting free response). A structured questionnaire was used to collect the needed information. The questionnaire used is a closed – ended type of questionnaire.

**AREA OF SURVEY:**

The survey was done within the organization. The scope is to study the 'Quality of work life' in BRAKES INDIA Ltd.

**SAMPLING DESIGN:**

A sample design is definite plan for obtaining a sample from a given population / sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample.

**SAMPLING SIZE:**

This refers to the number of items to be selected from the universe to constitute a sample. The sample size is 150 respondents.

**SAMPLING TECHNIQUES:**

When the population elements are selected for inclusion in the sample based on the ease of access, it can be called convenience sampling. Convenience sampling was used to complete this survey. It is the selection of sample units and it is based on the convenience of the research.

**METHOD USED FOR COLLECTING QUESTIONNAIRE:**

The employees were directly contacted and the questionnaire was given to them. The direct contact method is helpful to get some more additional information for the purpose of study

**METHOD OF ANALYSIS**

**The methods that are used to analyze this study are as follows:**

**CHI-SQUARE TEST:**

**PERCENTAGE METHOD:**

**WEIGHTED AVERAGE .**

**LIMITATIONS OF THE STUDY**

- ❖ Time period for the study has been limited to three months.
- ❖ The number of respondent was restricted to 150 respondents.
- ❖ Data collection has been restricted to Chennai city only.

## REVIEW OF LITERATURE

**Tafezawa (1963)** His Study Covered All Possible Aspects Ofworkrelated Lifeincluding: The Scope For Improving Skills And Developing Inherent Potentialities Has A Significant Role To Play In Quality Of Work Life. For A Better Quality Of Work Life Grievance Redressed And Feedback Is Essential.

**Baner (1966)** He Invented That The Technological Developments Have Invitedattentiontowards Qwl But It Has To An Extent Neglected The Qwl. Social Scientists Began To Devise Measures, Which Would Reflect Life Condition In Wider Sense And Permit Non-Economic Factors To Be Taken Into Account. When Evaluating The Social Consequences To Technological Innovations.

**Sharma (1973)** His Study Was Mainly Based On The Physiological And Safety Needs Of The Workers Are More Or Less Satisfied But In Turn The Workers Are Increasingly Concerned About Their Ego And Social Needs.

**Wilson (1973)** His Study Was Mainly Based On The Factors Such As Pressures Arising From Incompatibilities Industrial Societies Between Technical And Social Change And A Basic Assumption, The Fright Of People To Be People.

**Charus (1975)** He Studied That “Quality Of Work Life” Owes Its Origins Other To The Marriage Of Structural System Perspective Of Organizational Behavior With The Interpersonal Human Relations And Supervisory Style Perspective.

**Nadler Da, Lawler Ee (1996)** The Values That Qwl Have Brought To The Work Place In Danger Of Being Lost, Say Authors Nadler And Lawler, To Avert This Danger, They Debunk Several “Definitions” Of The Concept That Miss The Point, Give It A Precise Definition, And Spell Out Ways To Use It Successfully. They Delineate Six Factors That They Believe Separate More Successful From Less Successful Qwl Efforts.

**DATA ANALYSIS AND INTERPRESTION**

**NULL HYPOTHESIS H0**

There is no significant difference between age and the satisfaction level of the employees

**ALTERNATE HYPOTHESIS H1**

There is a significant difference between age and the satisfaction level of the employees

AGE	LEVEL OF SATISFACTION			
	Highly Satisfied	Satisfied	Highly Dissatisfied	Total
Below 20	5	7	8	20
20 - 30	10	5	5	20
30 - 40	25	6	9	40
Above 40	58	6	6	70
Total	98	24	28	150

**Table of expected frequencies:**

$98 \cdot 20 / 150$ = 13	$98 \cdot 20 / 150$ =13	$98 \cdot 40 / 150$ =26	$98 \cdot 70 / 150$ =46
$24 \cdot 20 / 150$ =3	$24 \cdot 20 / 150$ =3	$24 \cdot 40 / 150$ =7	$24 \cdot 70 / 150$ =11
$28 \cdot 20 / 150$ =4	$28 \cdot 20 / 150$ =4	$28 \cdot 40 / 150$ =7	$28 \cdot 70 / 150$ =13

**Table Of chi-square**



CY	OBSERVED FREQUEN CY	EXPECTE D FREQUEN CY	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
	5	13	64	4.92
	7	13	36	2.76
	8	26	324	12.46
	10	46	1296	28.17
	5	3	4	1.33
	5	3	4	1.33
	25	7	324	46.28
	6	11	25	2.27
	9	4	25	6.25
	58	4	2916	729
	6	7	1	0.14
	6	13	49	3.76
			TOTAL	838.67

$$\Psi^2 = \sum \frac{(O-E)^2}{E} = 838.67$$

**E**

CALCULATED VALUE= 838.67

TABULATED VALUE = 12.592

Tabulated  $\psi^2$  for 1 d.f at 5% level of significance is (3-1) (4-1) = 6 are 12.592

Since calculated  $\psi^2 >$  tabulated  $\psi^2$  we reject the null hypothesis Ho

There is significant difference between the employee age and level of satisfaction hence they are dependent to each other.

**NULL HYPOTHESIS H0**

There is no significant difference between employee educational qualification and level of satisfaction

**ALTERNATE HYPOTHESIS H1**

AL EDUCATION QUALIFICATION	LEVEL OF SATISFICATION				
	Strongly Agree	Agree	Neutral	Strongly Disagree	Total
HSC	10	14	15	16	55
Graduate	20	10	15	15	60
Post Graduate	10	5	10	10	35
Total	40	29	40	41	150

There is significant difference between employee educational qualification and level of satisfaction

**Table of expected frequency**

$40 \times 55 / 150$ =15	$40 \times 60 / 150$ =16	$40 \times 35 / 150$ =9
$29 \times 55 / 150$ =11	$29 \times 60 / 150$ =12	$29 \times 35 / 150$ =6

40*55/150 =15	40*60/150 =16	40*35/150 =9
41*55/150 =15	41*60/150 =16	41*35/150 =11

**Table of Chi-square**

Y	OBSERVED FREQUENC Y	EXPECTE D FREQUEN CY	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
	10	15	25	1.6
	14	16	4	0.25
	15	9	36	4
	16	11	25	2.27
	20	12	64	5.3
	10	6	16	2.7
	15	15	0	0
	15	16	1	0.06
	10	9	1	0.1
	5	15	100	6.7
	10	16	36	2.25
	10	10	0	0
			TOTAL	25.23

$$\Psi^2 = \sum (\underline{O-E})^2 = 25.23$$

E

CALCULATED VALUE= 25.23

TABULATED VALUE = 12.592

Tabulated  $\psi^2$  for 1 degree of freedom at 5% level of significance is (4-1) (3-1) = 6 are 12.592

Since calculated  $\psi^2 >$  tabulated  $\psi^2$  we reject the null hypothesis  $H_0$

There is significant difference between the employee age and level of satisfaction. Hence they are dependent to each other

**WEIGHTED AVERAGE METHOD**

**BENEFITS IN THE ORGANIZATION**

<b>BENEFITS</b>	<b>Very good</b>	<b>Good</b>	<b>Satisfied</b>	<b>Bad</b>	<b>Very bad</b>
Canteen facilities	107	27	11	4	1
Supply of uniform	62	55	25	6	2
Provision of first aid appliances	57	35	44	8	6
Cleanliness in the building	44	37	38	24	7
Refreshments facilities	37	30	32	28	3
Restrooms and shelters	40	20	45	19	6



### **INTERPRETATION:**

From the above table, 1.56% of the employees prefer canteen facilities and 1.12% of the employees prefer supply of uniform and 0.86% of the employees prefer provision of first aid appliances and 0.58% of the employees prefer cleanliness in the building and 0.2% of the employees prefer refreshment facilities and 0.19% of the employees prefer restroom and shelter

### **SUMMARY OF FINDINGS**

- Most of the employees working in the organization are under the age group of 30-40 years from quality assurances and financial department.
- Majority of the employees are graduates
- Almost all the employees are highly satisfied with their belongingness
- Most of the employees are highly satisfied with quality of work life .
- A few employees are highly dissatisfied with the allotment of their work.

- 34% of the employees are strongly agreed with the level of pay and allowances .
- 50% of the employees said that the organization provided proper welfare schemes
- All the employees are providing training programs.
- Maximum employees are having high level supervision
- Almost all the employees are highly satisfied with the present work force
- Majority of the employees are having very good relation ship with their co-workers
- Most of the employees said that they have very high level of maintenance in quality of goods and services

### **SUGGESTION AND RECOMMENDATION**

- The company should consider the suggestions of the experienced employees.
- As only 50% of the employees are satisfied with the welfare schemes of the company it would be better if the company frames incentive in consultation with labor union.



- The organization should see that the work should be allotted properly.
- The company should provide facility for boosting their morale of the employee.
- The company should take immediate actions in case of accidents
- The company can take extra care in the refreshments provided for the night shift employee

## CONCLUSION

It is well known fact that the success of every organization mainly depends upon its employees, who act as the backbone and support the organization. The quality of work life followed in BRAKES INDIA LTD., attend by many respondents was quite satisfied. Even though it reduces the satisfaction level, the effectiveness of the quality of work life should be periodically evaluated and improved from time to time so that the employee may feel optimistic towards the quality of work life.

The growth of the company is mainly in hands of well talented and satisfied employees. Quality of work life is the relationship between the employees and the total working environment. The basis purpose is to develop work environment that are excellent for the people as well as for the economic health of the organization. It is concerned with increasing to solve the problems of improving organizational performance and employee satisfaction.

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