

MEASURING QUALITY OF WORKLIFE: A CASE OF PARADEEP PORT TRUST

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Abstract

In contemporary era, it has been noted that managing stress has developed into one of the most significant thought in the professional environs. It is also seen that operational competence has degraded to some degree as professionals are unable to maintain a balance between their personal and professional lives. This difference has made organizations to formulate such policies that lead to better job performance which results in job satisfaction moreover employee satisfaction. This degree of satisfaction has been referred to as quality of work life is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. This paper on “Measuring Quality of Worklife: A Case of Paradeep Port Trust” was undertaken to understand and gain an insight into current working life policies and practices, as well as work life balance issues of employees and suggest possible measures for improvement. This shall lead to the enhancement of satisfaction and motivation leading to increase in the productivity and attaining organization’s goals. Non parametric test of hypothesis was carried out to attain the objective of the paper and the results indicate that the employees at Paradeep Port Trust (PPT) displayed a high level of quality of worklife. Further it was uncovered from the study that human resources of PPT are of the belief that role vagueness, hazardous exposure, lack of meaningfulness and few other factors are ubiquitous in the organization.

Keywords: Quality of Worklife, Stress, Job security, Employee satisfaction, Job Performance

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1. Introduction

The phrase quality of work life (QWL) was first introduced in the United States in the late 1960s to stress the prevailing poor quality of life at the work place. Quality of work life can be realistically defined as a way of thinking about people, work, and organization. It has two distinct elements 1) a concern for the well being as well as for organization effectiveness; and 2) the promotion of employee participation in important work related problems and decisions. Using this definition, QWL focused primarily on the personal consequences of the work experience and how to improve work to satisfy personal needs. The best way of approaching quality of life measurement is to measure the extent to which people's 'happiness requirements' are met i.e. those requirements which are a necessary (although not sufficient) condition of anyone's happiness those 'without which no member of the human race can be happy.

This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives. Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives. The future work world will also have more women entrepreneurs and they will encourage and adopt QWL programs.

Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has. Whilst there has, for many years, been much research into job satisfaction an interest has arisen into the broader concepts of stress and subjective well-being the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an

individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, economic or cultural climate might be seen as relevant. In this context, subjective well-being is seen as drawing upon both work and non-work aspects of life. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace. This consideration of Quality of working Life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements. The present study aims to determine the current state of quality of worklife of employees employed at Paradeep Port Trust in relation to its major dimensions and determine the significance of difference in quality of worklife dimensions concerning PPT employee profile. Most individual spend a good deal of their working hours in work; it prescribes how their days are spent and places certain restrictions on them; it determines their living standards and affects their friendship patterns. Work can embody a number of stressors, but it can also provide satisfaction. Successfully managing or lacking the ability and resources to manage work stressors affects the self-esteem and impacts on health. Thus quality of work life in organizations is a major component of quality of life in general.

2. Quality of Worklife: Need & Measurement

QWL is important to both employers and employees. If someone has a positive Quality of Working Life, they're going to be happier and work harder. By providing a quality working environment, companies will be able to attract and retain good workers. A number of legislations were passed in all parts of the world including India to protect and safeguard employees from job-accidents, exploitation in the hands of the employer and also to provide welfare and safety measures. In the modern scenario, QWL has become a buzzword of the modern time. It was in the year 1970 that the idea of QWL was conceived in the American Research Journals. The contribution of Maslow, Herzberg and McGregor in improving QWL cannot be undermined. The

QWL has now come to be known as humanization of work. The basic idea of this concept is to treat employees as a human being. Almost all large scale concerns are trying to make the work environment more humane. The various terms which have now come to be associated with knowledge workers are Intellectual Capital Social Capital, Human Capital, Human Resource Asset, Talent investors etc. Individuals possess bundles of energy which is not replicable. These employees can become the most tangible assets of an organization if the concern takes care of their QWL. Management now-a-days, have started showing utmost respect to employees, in all multi-national companies, the employees are enjoying better quality of work life. Need to study the quality of worklife of employees working in various organizations arise due to several factors. Division of work and specialisation has made the workers socially isolated from their fellow workers. Overdependence on rules, procedures and hierarchy has made the workers just like various parts of the machine. In many organizations, workers are working 14 to 15 hours a day against the accepted norms of 8 to 9 hours. This has brought the workers under stress and tension. Burnout, work-stress, health hazards, monotony etc are the natural offshoots of the modern way of life. Job pressure may result in poor health on account of drinking, smoking and drug addiction. Many organizations are keeping employees on temporary or adhoc basis. There is no job security for the employees in such organizations. Such persons overwork resulting in reduction in their general happiness. Globalization has lowered national boundaries and mobility of workers has increased causing great changes in the work environment at factories and offices. The changing workforce of literate workers is more concerned with non- economic aspects such as self-respect, recognition, flexi-hours and organizational privacy etc. Conflicts can also be prevented if workers enjoy better QWL.

A new gauge of QWL was developed on the basis of need fulfillment and spillover assumptions. The measure was intended to arrest the degree to which the job atmosphere, work requirements, supervisory behavior, and auxiliary plans in an organization are apparent to meet the wants of an employee. Seven major needs were recognized by Sirgy M Joseph et al. each having several dimensions. These are: (a) health and safety needs (protection from ill health and injury at work and outside of work, and enhancement of good health), (b) economic and family needs (pay, job security, and other family needs), (c) social needs (collegiality at work and leisure time off work), (d) esteem needs (recognition and appreciation of work within the organization and

outside the organization), (e) actualization needs (realization of one's potential within the organization and as a professional), (f) knowledge needs (learning to enhance job and professional skills), and (g) aesthetic needs (creativity at work as well as personal creativity and general aesthetics). The measure's convergent and discriminant validities were tested and the statistics offered support to the construct validity of the QWL measure. In addition, the measure's predictive validity was tested in the course of hypotheses inferred from spillover theory. Three studies were carried out – two using university staff and the third using accounting organizations. The fallout from the collective sample held up the hypotheses and thus sustained the nomological validity to the new measure. In the present study Leiden's instrument to measure quality of worklife has been employed. The dimensions of the Leiden quality of work life questionnaire are Skill discretion Decision authority, Task control, Work and time pressure, Role ambiguity, Physical exertion, Hazardous exposure, Job insecurity, Lack of meaningfulness, Social support supervisor, Social support colleagues.

3. Review of Literature

Quality of Work Life has at all times been up in studying organizational behaviour. It is apparent from the olden times that express studies on Quality of Work Life poured in after the earliest paper presentation by Davis in 1972 at Arden House, US and subsequently, there was a greater force on Quality of Work Life studies as organizations increasingly adopting the philosophy of making the man happy at work for enhancing their motivation and will to work. In present scenario of high technology world, it has become a great concern for management as well as employees. Quality of working life is the most substantial work related behavioural phenomenon which has positive impact on production, work culture and effectiveness of the organization. Though lot of work has been done on Quality of Work Life in different areas, but unfortunately a bit attention has been made to variables pertaining to the current research endeavor.

Lau (2000) studied on Quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and QWL. This research evaluated the performances, in terms of growth and profitability, based on a sample of QWL and S&P 500 companies remained for the purpose of this study. The control group consisted of 208 service companies selected from the list of S&P 500. The results showed

QWL companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that QWL companies indeed enjoyed higher growth rates than those of S&P 500 companies, and their differences are statistically significant. On average, QWL Service companies have an average sales growth rate while the control group companies have below average. David Lewis et al (2001) studied on the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. The variables used extrinsic traits: salary or other tangible, intrinsic traits: skills, level, autonomy and challenge, prior traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than male.

Donald, et al, (2005) investigated QWL indicators in six Canadian Public Health Care Organizations (HCO's) by reviewing documentation relevant to QWL and conducting focus group or team interviews. Group interviews were taped and analyzed with qualitative data techniques. They found employee well being and working conditions are important indicators of QWL. They found vagueness in defining QWL indicators and they suggested increased HCO resources, integration of HCO management systems will help to access the relevant information.

Raduan et al. (2006) in a study to determine the level and relationship between qualities of work life (Quality of Work Life) with career-related variables revealed that the three exogenous variables are significant such as career satisfaction, career achievement and career balance with 63% of the variance in Quality of Work Life. The respondents appeared to be satisfied in respect to the level of Quality of Work Life (49.5%), career achievement (70.3%), career satisfaction (63.8%), but less so for career balance (36.6%). These findings contribute to an understanding of ways by top management in attempts to attain a career fit between the needs of the employees and the needs of the organization. Dargahi et al. (2007) conducted a study to provide the processes used to investigate and implement a pathway for improving of Quality of Work Life as an approach model. The results from the survey showed that the perceived strongest areas among 12 categories developed by Quality of Work Life Strategic Planning Committee that employees

agreed to improve on their Quality of Work Life were Organizational Commitment, trust, support, monetary compensation, non-monetary compensation, leadership, attendance management, communication between managers and employees, Communication between managers and managers, overall communication, respect and 90 recognition. This committee evaluated the outcomes of Quality of Work Life managers and employees teams to improve the employees' Quality of Work Life. The Quality of Work Life Strategic Planning Committee also recommend a new approach model to suggest the ways which impressive on the employees' improving Quality of Work Life. Guna et al. (2008) in a study entitled "Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals" concluded that IT industries in many developing countries are experiencing tremendous challenges in meeting the employment market demand. A good human resource practice would encourage IT professionals to be more productive while enjoying their work. Therefore, Quality of Work Life is becoming an important human resource issue in IT organizations. Effective strategic human resource policies and procedures are essential to govern and provide excellent Quality of Work Life among IT professionals. Conversely, poor human resource strategic measures that are unable to address these issues can effectively distort the Quality of Work Life, which will eventually fail the organizations' vision of becoming competitive globally. Pugalendhi et al (2011) in a study of Quality of Work Life: Perception of college teachers revealed a significant relationship between Quality of Work Life total and Quality of Life in teaching environment total. They also found that quality of college teachers is low in its working level and stated that Quality of Work Life is an essential concept of favourable situation in a working environment.

K. R.Nia & Maryam Maleki (2013) studied on the relationship between quality of work life and organizational commitment of faculty members at Islamic Azad University under 127 faculty members with sample size of 97 subjects through random stratified sampling. Spearman's correlation coefficient, multiple correlation method, LISREL, Friedman Test was used for data analysis. The T- statistic and Fisher statistic are applied to measure the demographic variables. Result showed that there is positive relation between the QWL and organisational commitment it means organisation commitment is the result high QWL. H. Mohammadia & M. A. Shahrabib (2013) conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire in likert scales format and distributed among 86 full

time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examine the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction.

S.Khodadadi et al (2014) investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" were used for data collection and Data analysis was done by using SPSS and LISREL software. The results of the study showed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

4. Paradeep Port Trust: An Overview

Paradip is one of the Major Ports of India serving the Eastern and Central parts of the country and late Sri Biju Patnaik, the then Chief Minister of Orissa, is the founder father of Paradip Port. Pt. Jawaharlal Nehru, the then Prime Minister of India, laid the foundation stone of the Port on 3rd January 1962 near the Confluence of river Mahanadi and Bay of Bengal. Government of India took over the management of the Port from the Government of Orissa on 1st June 1965. INS "INVESTIGATOR" had the privilege of maiden berthing in the Port on the 12th March, 1966. The Port was declared open by Mr. Peter Stambolic, Prime Minister of Yugoslavia on the same day. Government of India declared Paradip as the Eighth Major Port of India on 18th April 1966 making it the First Major Port in the East Coast commissioned after independence.

The Port of Paradip, an autonomous body under the Major Port Trusts Act, 1963 functioning under Ministry of Shipping is administered by a Board of Trustees set up by the Government of India headed by the Chairman, PPT. The trustees are nominated by Government of India from various users of the Port such as shippers, ship owners; Government Departments concerned and also port labour. The day - to - day administration is carried out under general supervision and control of the Chairman, assisted by the Deputy Chairman and other departmental heads. Its hinterland extends to the States of Odisha, Jharkhand, Chhattisgarh, West Bengal, Madhya

Pradesh, Bihar and other upcountry destinations. The Port mainly deals with bulk cargo apart from other clean cargoes. There is unprecedented growth in the traffic handled at this Port in the last decade. The Port has got ambitious expansion programme to enhance its capacity up to 270.50 MMTPA by 2023 to meet the ever increasing demand.

5. Research Methodology

Both primary and secondary sources of data have been used. Primary sources include data collected from executive and non-executive employees of Paradeep Port Trust. Secondary data were collected from books, journals and websites. Questionnaire survey method has been adopted for the collection of primary data through personal contact approach. A readymade questionnaire (LEIDEN's Instrument) with minor modifications keeping in mind the present context was administered. Dimensions like skill discretion, decision authority, task control, work and time pressure, role ambiguity, physical exertion, hazardous exposure, job insecurity, lack of meaningfulness, social support supervisor, social support colleague have been considered in the questionnaire survey. Before administration of the questionnaire, reliability of each of the said dimensions was analyzed by finding out Cronbach's alpha assuming a cut-off score of 80%. Judgemental sampling has been used to collect responses from the 156 executive and non executive employees of Paradeep Port Trust. KS Test has been applied to check normality in data distribution and KW Test for non-parametric hypotheses test. One Sample T test has also been employed for parametric test of hypotheses.

6. Sample Profile

Table 1: Employee Profile

Parameters		f	%
Duration spent with the company	Below 20 years	85	54.5
	Above 20 years	71	45.5
Age	50 years-55 years	60	38.5
	More than 55 years	96	61.5
Educational Level	12 th +2	57	36.5
	Graduation	60	38.5
	Post Graduation	27	17.3
	Professional & Others	12	7.7
Employee Category	Executive	12	7.7

	Non Executive	144	92.3
Employee Level	Entry Level	4	2.5
	Junior Level	92	59
	Middle Level	60	38.5
Departmental Function	HR	13	8.3
	Technical	10	6.4
	Support	3	1.9
	Call Centre Service	2	1.2
	Finance & Accounts	10	6.4
	Others	118	75.6
Monthly Salary	Rs 10000/-Rs 30,000	7	4.5
	Rs 30,000/-Rs 50,000	129	82.7
	Rs 50,000-Rs 70,000	13	8.3
	Above Rs 70,000/-	7	4.5
All Samples		156	100

As can be observed from Table 1 majority of the employees working with PPT have spent around 20 yrs or more with the company which is also corroborated by the age of the employees. The sample profile shows that more than 90% of the respondents belong to the non executive category which justifies the higher percentage of employees in the graduate or below level with respect to their educational qualification. More than 95% of the employees are in the junior or middle level management. Almost 75% of the employees belong to other functional departments besides HR, Technical, Support, Finance & Accounts etc. Majority of the employees draw a monthly salary between Rs 30,000/ to Rs 50,000/-.

7. Results & Discussion

In order to determine the current state of quality of worklife of employees employed at Paradeep Port Trust in relation to its major dimensions the mean value of the items under each of the dimensions was computed. In the next step reliability test was carried out with the aim of verifying the nature of internal consistency of the data collected. One sample t test has been done in the following stage in view of finding out the significance of gap in the responses of PPT employees from the neutral point. Kolmogorov-Smirnov Test was employed to confirm whether the data is normally distributed or not. Lastly Kruskal Wallis test was applied to know the impact

of employee biographical details on the quality of worklife dimensions. The results are shown in the following tables:

Table 2: Employees' degree of quality of work life

Quality of work life dimensions	Frequency	Mean	Standard Deviation	Kurtosis
Skill discretion	156	3.0136	.61378	-.475
Decision authority	156	2.3189	.69998	-.774
Task control	156	2.5641	.63237	.688
Work and time pressure	156	3.4722	.61517	-.282
Role ambiguity	156	4.0556	.81635	68.241
Physical exertion	156	3.6560	.96714	-.423
Hazardous exposure	156	4.1777	.52442	.381
Job insecurity	156	3.7564	.54916	.336
Lack of meaningfulness	156	4.0983	.47477	.302
Social support supervisor	156	4.0142	.63863	1.522
Social support colleague	156	4.0363	.35986	-.001

>=4: high

<4 and >=3: medium

<3: low

It is evident from Table 2 that the mean scores displayed for all the dimensions of quality of work life are high except for Skill discretion, Decision authority, Task control, work and time pressure, physical exertion and job insecurity. According to Van der Doef and Maes (1999), a high score indicates a more favourable situation, while a low score indicates an unfavourable situation.

Table 3: Scale Reliability

Quality of work life dimensions	Cronbach α	Quality of work life dimensions	Cronbach α
Skill discretion (SKILL_DI)	0.8737	Hazardous exposure (HAZ_EXPO)	0.8574
Decision authority (DEC_AUT)	0.8387	Job insecurity (JOB_INSC)	0.8768
Task control (TASK_CON)	0.8250	Lack of meaningfulness (LACK_MEA)	0.8092
Work and time pressure (WRK_TIME)	0.8796	Social support supervisor (SOC_SUPP)	0.9817
Role ambiguity (ROLE_AMB)	0.868	Social support colleague (SOC_SU_C)	0.8804
Physical exertion (PHY_EXER)	0.9453		

Table 3 suggests that all dimensions of QWL scale are highly reliable since Cronbach α of each is greater than 80%.

Hypothesis-1: PPT employees' response towards all the QWL dimensions is not significantly different from neutral point.

Table 4: One-Sample t Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
SKILL_DI	.277	155	.782	.0136	-.0835	.1107
DEC_AUT	-12.15*	155	.000	-.6811	-.7918	-.5704
TASK_CON	-8.609*	155	.000	-.4359	-.5359	-.3359
WRK_TIME	9.588*	155	.000	.4722	.3749	.5695
ROLE_AMB	16.150*	155	.000	1.0556	.9264	1.1847
PHY_EXER	8.472*	155	.000	.6560	.5030	.8089
HAZ_EXPO	28.048*	155	.000	1.1777	1.0947	1.2606
JOB_INSC	17.204*	155	.000	.7564	.6696	.8433
LACK_MEA	28.894*	155	.000	1.0983	1.0232	1.1734
SOC_SUPP	19.771*	154	.000	1.0142	.9129	1.1155
SOC_SU_C	35.969*	155	.000	1.0363	.9794	1.0932
* significant at 1% level						

From the Table 4 it may be observed that all the responses towards QWL dimensions excepting skill discretion are significantly different from neutral point. Again responses relating to decision

Table 5: Kolmogorov-Smirnov Test

Dimension	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Dimension	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
SKILL_DI	1.436	.032	HAZ_EXPO	1.306	.066
DEC_AUT	1.233	.096	JOB_INSC	2.252	.000
TASK_CON	1.785	.003	LACK_MEA	2.305	.000
WRK_TIME	2.270	.000	SOC_SUPP	3.143	.000
ROLE_AMB	2.195	.000	SOC_SU_C	1.703	.006
PHY_EXER	1.736	.005			

authority and task control dimensions are more inclined towards lower score indicating unfavourable opinion.

From Table 5 it may be observed that excepting decision authority dimension and hazardous exposure dimension of quality of worklife, data of all other nine dimensions are not normally distributed at 5% significance level. However at 10% significance level all the eleven dimensions are not normally distributed. Hence to test the defined research hypothesis, non parametric test like Kruskal Wallis test has to be applied as follows.

Hypothesis-2: There is no significant difference in QWL dimensions concerning to different PPT employee biographical details

Table 6: Kruskal-Wallis Test

Grouping Variable→	Employee level		Duration spent with the company		Age		Educational level		Departmental function		Monthly salary	
	χ^2	p	χ^2	p	χ^2	p	χ^2	p	χ^2	p	χ^2	p
Dimensions↓												
SKILL_DI	1.603	.449	1.341	0.247	1.341	0.247	26.953*	0	39.48*	0	25.073*	0
DEC_AUT	9.731*	.008	.276	0.6	0.276	0.6	17.481*	0.001	33.963*	0	21.755*	0
TASK_CON	.675	.714	2.026	0.155	2.026	0.155	11.722*	0.008	17.393*	0.004	6.869	0.076
WRK_TIME	9.252*	.010	.718	0.397	0.718	0.397	18.616*	0	7.767	0.17	11.108	0.011
ROLE_AMB	.130	.937	.200	0.655	0.2	0.655	14.605*	0.002	16.107*	0.007	14.453*	0.002
PHY_EXER	.906	.636	.072	0.788	0.072	0.788	12.722*	0.005	2.542	0.77	16.163*	0.001
HAZ_EXPO	2.693	.260	.040	0.841	0.04	0.841	0.901	0.825	2.327	0.802	27.837*	0
JOB_INSC	7.835	.020	1.044	0.307	1.044	0.307	22.289*	0	9.892	0.078	10.467	0.015
LACK_MEA	2.152	.341	1.476	0.224	1.476	0.224	7.32	0.062	4.956	0.421	12.726*	0.005
SOC_SUPP	1.082	.582	.271	0.603	0.271	0.603	12.049*	0.007	11.001	0.051	24.495*	0
SOC_SU_C	1.984	.371	2.842	0.092	2.842	0.092	3.121	0.373	9.846	0.08	17.165*	0.001

* significant at 1% level

It may be inferred from Table 6 that biographical details like educational level, departmental function, and monthly salary have significant impact on quality of worklife dimensions whereas

duration spent with the company, age and marital status do not have any significant effect on the same. However employee level has a moderate effect on the worklife dimensions.

8. Managerial Implications

The respondents exhibited a very high level of QWL, except for the specific dimensions, namely skill discretion, decision authority, task control, work and time pressure, physical exertion and job insecurity. This could be attributed to the fact that since majority of the employees surveyed belong to the non executive category they are not entitled to participate in any strategic decision making related to their work. It was found from the study that employees of PPT are of opinion that role ambiguity, hazardous exposure, lack of meaningfulness, social support supervisor, social support colleague dimensions are prevalent in the organization. Work role ambiguity may result from unclear articulations of expected role activities, performance contingencies and work methods. An ambiguous role would make it more difficult for an individual to judge exactly what is important or central to his or her job, and how often he or she may perform a particular activity. Since educational level and salary of the employees has significant impact on almost all the dimensions of QWL it implies that knowledge base and monetary benefit play a vital role in creating, maintaining and modifying perception of employees about the quality of worklife.

Employees of the Paradip Port Trust should be given opportunities to take a proper decision of their own and develop their special abilities. As decision authority and task control are not prevalent in the organisation so PPT should allow them to control their task for the improvement of the work environment. Again it becomes important for the employers in this organization that they take cognizance of the QWL variables that has an impact on employees' mental health. Improving QWL can contribute directly to reducing turnover and absenteeism, lead to increases in productivity under some conditions, and help create a well-trained loyal work force that is willing and more able to adapt to change. Thus, by attending to those areas that enhances QWL, employees, industry and society all win.

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