

## INDUSTRIAL RELATIONS THROUGH QUALITY OF WORK LIFE-AN EMPIRICAL STUDY IN SELECT MANUFACTURING SECTOR

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### ABSTRACT

Liberalization and globalization of Indian economy brought industrial turbulence in the relations in the Indian Industry. To survive better in competition, organizations adopted the mechanisms like outsourcing, contractual employment, project works, work shifts etc. Such practices in addition to the existing permanent associations enhanced the complications in Industrial relations. The perspectives of employees and employers revolve around the present state of working conditions and ensuring appropriate competitive advantage. The paper examines Industrial relations in manufacturing sector in respect of working conditions, working hours, safety measures, hazards prevention and Health measures. Based on the select variables data was collected from employee's trade unions and statutory mechanisms. The paper explores that employee's and trade unions are not satisfied of health measures, safety training and hazards prevention when compared to working conditions, working hours.

Key Words: Industrial relations, Quality of work life, health measures, Safety measures

**Introduction:**

The concept of quality of work life has been developed as one of the most vital aspects of employee's working in the organization. The term quality of work life was introduced in the late 1960's as a way of focusing on the effects of employment on the health and general wellbeing and ways to enhance the quality of a person's on the job experience. Quality of work is much broader and more diverse for organizational development in ensuring adequate fair compensation, safe and healthy working condition, satisfaction of social needs at work, protection of employee rights, compatibility between work and non-work responsibilities and the social relevance of work life.

Definition: Quality of work life is defined as "The quality of relationship between employee's and the total working condition."

Quality of work life improvements are defined as any activity which takes place at every level of the organization which takes place at every level of the organization. Unions and employee's learn how to work together better to determine themselves what action changes and improvements are desirable and workable in order to win organization goals and greater effectiveness for both company and unions

**Literature Review:**

Management can initiate a number of changes in work procedures, rationalize wage structures and bring about improvement in worker amenities and working conditions all these would lead to improvements in quality of work life (Nilakant&Tendon, 1982).

Upadhaya (2003) points out that the Factories act, 1948 made easily understandable provision regarding welfare and safety. These standards alone is not enough, it should be implemented.

Pierre and Scarpetta (2006) observed that labour legislations are closely related to the relative stringency of labour laws.

Ballou, Brain, Godwin, Norman. H (2007) Quality of work life encompasses things that in the traditional work place model employees have attempted to extract s much output as possible without much regard for employee satisfaction.

Walton (1973) has stated that the major conceptual areas have to be identified viz adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration for understanding Quality of work life.

Delamotte and worker (1974) have indicated that emphasis have been made in the humanization of work which includes the need to protect the workers from hazards to health and safety.

Lawler (1975) has suggested that the plan based on participative culture in Quality of work life principles have been found to be more effective than traditionally managed plans.

In a research report (2010) it is stated that Quality of work life had an effect on employees' life and working environment. Quality of work life provides for the balanced relationship among work, non-work & family aspects of life.

### **Statement Of Problem:**

The purpose of the present study is to describe satisfaction level of employee towards Quality of work life and draw inferences on the creation of effective working conditions for congenial industrial relations for competitive advantage in manufacturing sector.

### **Need For the Study:**

In the current scenario every organization wants more output in comparison of less input: it can be possible when working employee find its working place comfortable as per the job requirements. There is a need to study quality of work life especially in manufacturing sector.

### **Scope of the Study:**

This study helps the manufacturing firms in providing information about the welfare of their employee's such as Working hours, safety measures, Hazards prevention etc.

The proposed research study primarily focuses on the factors effecting quality of work life for congenial industrial relations.

### **Research Objectives:**

- To find out the factors of quality of work life.
- To assess the working conditions in select manufacturing firms.
- To understand the perception of worker's towards different variables of quality of work life taken for study.
- To analyze the need for creation of effective working conditions for competitive advantage and for congenial industrial relations.

### **Research Methodology:**

Data collection: Survey method is adopted for analyzing different factors of quality of work life in manufacturing sector.

Sampling method: The study relied upon primary data and is collected through questionnaire schedule discussions and observations. Random sampling is employed for the survey method the

total sample consists of 300 in the select manufacturing companies. The collected data is analyzed through SPSS software using statistical tools for arriving conclusions.

**Limitations of the Study:**

- The sample contains 300 respondents from manufacturing industries. Generalization of inferences is difficult to be made with this size of the sample.
- The present study selected the sample in Hyderabad which is hindrance to make generalization.
- The present study is carried in select manufacturing companies only. Hence it is a constraint to make overall generalization.
- The present study is carried out in manufacturing industries restricted to Hyderabad in India only.

**Data Analysis and Results:**

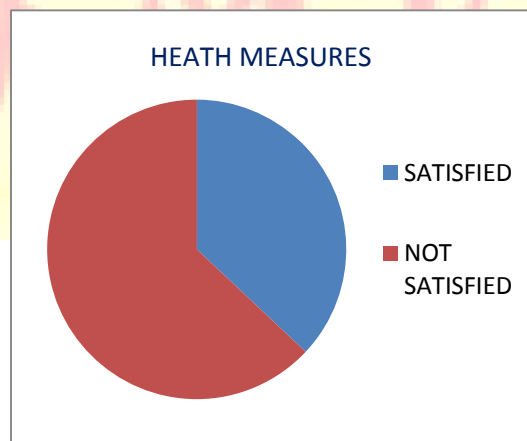
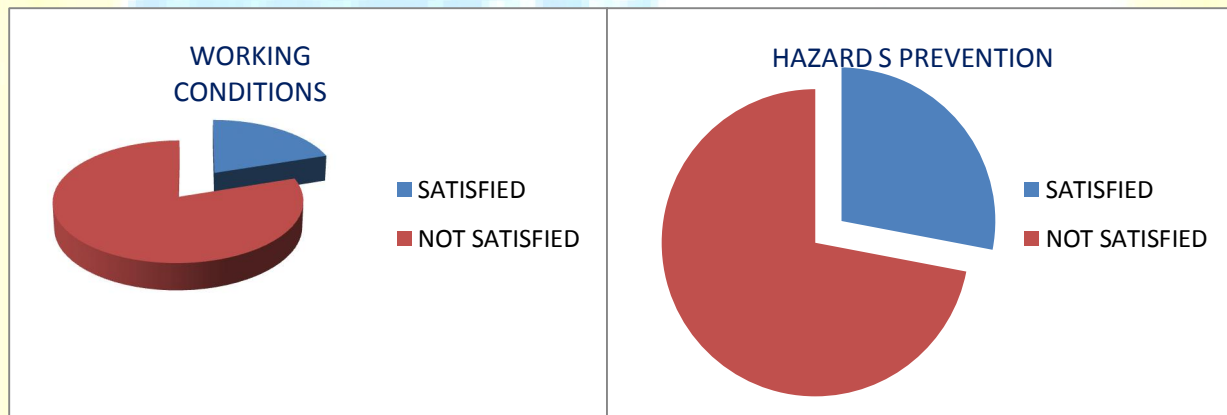
The present study collected data from 300 respondents from the select manufacturing industries. The study explored the implications of five parameters pertaining to quality of work life and three measures of industrial relations which play pivotal role in manufacturing industry. Among the selected parameters 80% of respondents are not satisfied with working conditions, 72% are not satisfied with hazards prevention, 63% are not satisfied with health measures, 60% are not satisfied with working hours, 52% are not satisfied with safety measure. These data interpret the satisfaction level of employees' on Quality of work life measures

	PERSONAL FACTORS	No. of Respondents	%age
AGE	Above 40 years	90	30%
	20-30 years	150	50%
	30-40 years	80	20%
	Total	300	100%
GENDER	MALE	180	60%
	FEMALE	120	40%
	Total	300	100%
MARITAL STATUS	Married	180	60%
	Unmarried	120	40%
	Total	300	100%
EDUCATIONAL QUALIFICATION	Illiterate	60	20%
	School level	60	20%
	Diploma	90	30%
	Degree/graduation	90	30%
	Total	300	100%

EXPERIENCE	Less than 3 yrs	60	20%
	3-5 yrs	120	40%
	5-8 yrs	60	20%
	Above 8 yrs	60	20%
	Total	300	100%
SALARY P.M	Below Rs 5000	120	40%
	5000-7000	90	30%
	Above7000	90	30%
	Total	300	100%

### Interpretations

Most of the employee's in select manufacturing sector are not satisfied with Working conditions followed by hazards prevention, health measures, Working conditions and safety measures. The interpretations reveal that most of the manufacturing companies are not taking sufficient measures for improving the quality of work life of employee's which will affect the congenial Industrial relations.





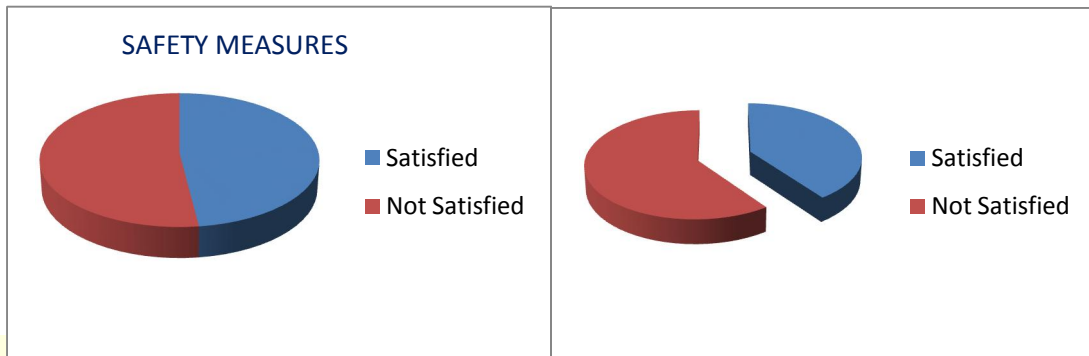


TABLE 2

Descriptive Statistics (N=300) QUALITY OF WORK LIFE MEASURES

QUALITY OF WORKLIFE MEASURES	MEAN	STD. DEV
WORKING CONDITIONS	3.65	.622
HEALTH MEASURES	3.51	.641
HAZARDS PREVENTION	3.80	.767
WORKING HOURS	3.71	.800
SAFETY MEASURES	3.62	.896

Table 3 reveals the correlation analysis of QWL and industrial relations measures highest correlation is for Hazardous prevention (.918), then with working conditions followed by safety measures (0.863), Health measures (0.825) and working hours (0.742). Correlation values interpret that Quality of work life measures can improve Industrial relations.

**Conclusion:**

Based on the empirical results of the present study it is arrived at the conclusion that improved Quality of work life can maintain congenial Industrial relations .Management must conduct awareness programs about safety measure, health measures and improve working conditions so that employee attitude and productivity increases with decrease in Turnover.

**Further Research:**

The present study is carried out in manufacturing sector only. It may be extended to primary sectoral industries also there is a scope in this study to extend the present research across nations. Since present study is restricted to Hyderabad in India only.

TABLE 3

Correlation analysis between QWL and Industrial relations measures in manufacturing sector

QWL	Working Conditions	Health Measures	Hazards Prevention	Working Hours	Safety Measures
<b>Industrial Relations</b>					
<b>EMPLOYEE ATTITUDE</b>	<b>0.915</b>	<b>.825</b>	<b>.741</b>	<b>.634</b>	<b>0.863</b>
<b>PRODUCTIVITY</b>	<b>0.701</b>	<b>0.721</b>	<b>0.918</b>	<b>0.742</b>	<b>0.654</b>
<b>TURNOVER</b>	<b>0.652</b>	<b>0.561</b>	<b>0.543</b>	<b>0.614</b>	<b>0.521</b>

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