

**A STUDY ON QUALITY OF WORK LIFE AND JOB
SATISFACTION OF EMPLOYEES IN SALEM STEEL
PLANT, SALEM**

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Introduction:

The term Quality of Work Life (QWL) aims at changing entire organizational climate by humanizing work, individualizing the organization and changing the structural and managerial system. It seeks to create culture of work commitment in the organization which will ensure higher productivity for the company and greater job satisfaction for the employees. The term 'Quality of Work Life' has different meanings for different people. According to **J.L.loyd Suttle**, "Quality of Work Life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization". According to the **American Society of Training and Development**, "QWL Is a process of work organization which enables its members at all levels to participate actively and effectively in shaping the organization's environment, methods and outcome". **Richard E Walton**, states a much broader concept of QWL proposing eight conceptual categories viz. adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work place, social relevance of work, balanced role of work in the total life space and Constitutionalism in the Work Organization etc. it is rare to find work-life situations that satisfy all eight criteria. We can view these eight features as goals to aim for. Quality of Work Life has been defined as "the quality of relationship between employees and the total working environment". To create those conditions in the organization which:

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- Promote individual learning and development
- Provides individuals with influence and control over what they do and how they do it
- Make available to the individuals, interesting and meaningful work as a source of personal satisfaction and a means to achieve valued personal rewards.

Quality of Work Life denotes all the organizational inputs which aim at employee satisfaction and enhancing organizational effectiveness. Quality of Work Life is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. The term refers to the favourableness or unfavourableness of a total job environment for people. QWL programs are another way in which *organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation*. The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasise development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations.

Job Satisfaction:

Job satisfaction is the favourableness or unfavourableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioural elements – such as autonomy, variety, task identity, task significance and feedback contribute to employee's satisfaction. Likewise, orientation is important because the employee's acceptance by the work group contributes to satisfaction. In sort, each element of the environmental system, can add to, or detract from, job satisfaction. Offering compensation and rewards significantly lower compared to the competitors for the same type of work can trigger employees' dissatisfaction that will create intention among them to leave the organisation. Therefore, it is important to know whether the employees are satisfied. It is also widely expressed that job satisfaction appears to stem from the interaction

between the employee, the job itself and the organizational context within which the job is carried out. In summary, the scope of job satisfaction varies with the industries however; general concepts such as physical conditions that allow the utilization of the ability of employees, proud of working in an organization and a sense of belonging that leads to job satisfaction are among the items adopted in any study on Quality of Work Life.

Review of Literature:

It is noteworthy that employees perception of Quality of Work Life varies based on demographic and organizational variables. Understanding this perception would help the leaders of the industries to work on improving the Quality of Work Life.

Rice (1985) emphasized the relationship between work satisfaction and Quality of people's lives. He contended that work experiences and outcomes can affect person's general Quality of life, both directly and indirectly through their effects on family interactions, leisure activities and levels of health and energy.

Karrir and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management. **Bhatia and Valecha (1981)** studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life.

Kavoussi (1978) compared the unauthorized absenteeism rates in two large textile factories and recommended that closer attention be paid for improving the Quality of Work Life. **Raghvan**

(1978), the Ex Chairman of BHEL, a public sector organization, stressed the need for worker's participation in management. According to him, "participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is underscored by Constitution of India". Besides improved working conditions in the organization, there are ample evidence to highlight the implication of autonomy and participation at work to foster the meaning to work.

Ritti (1970) in his study found that lack of opportunity to perform meaningful work is at the root of frustration among engineers and who have more autonomy at workplace feel more satisfied with their work life. In a study, **Sirota (1973)** found that underutilization of worker's skill and abilities cause low Quality of Work Life and suggested job enrichment programme to correct the problems of worker's skill and abilities.

Trist (1981) suggested that there should be optimum level of autonomy according to requirements of technology system. **Allenspach's (1975)** report on flexible working hours based on experiments in Switzerland, discussed its advantages and disadvantages, including its effects on job satisfaction and employee and management attitude.

Heskett, Sasser and Schlesinger (1997) define QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations' growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL. **Lau, Wong, Chan and Law (2001)** operationalized QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual who is not satisfied with reward may be satisfied with the job security and to some extent would enjoy the career opportunity provided by the organization for their personal as well as professional growth.

Martinsons and Cheung (2001) reported that IT professional's insufficient compensation and poor promotion prospects were key sources of dissatisfaction. For example, offering compensation and rewards significantly lower compared to the competitors for the same type of work can trigger employees' dissatisfaction that will create intention among them to leave the organisation. Therefore, it is important to know whether the employees are satisfied. It is also widely expressed that job satisfaction appears to stem from the interaction between the employee, the job itself and the organizational context within which the job is carried out.

Wall, Cordery and Clegg, (2002) career development opportunity will provide essential training that will help the individual employees to equip with the new skills to spearhead in their career. Most contemporary organizations do not limit themselves to just training an employee for a job, but they go beyond to furnish them with a support system that encourages workplace learning.

Fountoulakis and Kaprins (2003) that higher job demand leads to higher strain work environment hence, it affects their health and well being. An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. Thus, it leads to an un-stressful work environment providing comfortable work life.

A number of researchers and theorists have been paying attention in the meaning of the QWL concept and have tried to identify the kinds of factors that determine such an experience at work (**Rosen, Ian C. (2000), Pruett, Ellen S. (2001), Bolduc, Richard Robert (2002), Fitzsimmons, Verna Marie (2002), Linda K. Johnsrud (2002), Meena Osmany, Dr. Waheeda Khan (2003), Littlefield, Kelly Lorraine (2004), Zeenobiyah Hannif (2004), Chao, Chih Yang(2005), Nasal Saraji G, Dargahi H (2005), Raduan Che Rose, LooSee Beh (2006), N. Karl Haden, Ph.D.; William Hendricson, M.S et.al (2007), Rishu Roy (2008), Nirmala Kaushik, Manju Singh Tonk (2008), Marcia and Joanna E.M. (2009), Phusavat, Kongkiti (2009).**

Statement of Problem:

According to **Fernandes (1996)**, the concept of quality of working life include, beyond legislative acts protecting the worker, the attendance to the necessities and aspirations of the human beings, focused in the idea of humanizing the work and in the social responsibility of the company. According to **Maslow (1971)**, in his theory of the human motivation, human necessities are organized in a hierarchy of value or pressing nature, or either, the manifestation of a necessity is based generally on the previous satisfaction of other, more important or pressing, and thus, there isn't a necessity that can be treated as if it was isolated; all necessity relates with the state of satisfaction or dissatisfaction of other necessities (**RODRIGUES, 1991**). The basic necessities that compose the Maslow's theory of the "hierarchy of the necessities" are: physiological, security, love, esteem and auto-accomplishment (**RODRIGUES, 1991**).

Quality of work life (QWL) can be defined as "The quality of relationship between employees and the total working environment." QWL is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. Quality of work life (QWL) entails the design of work systems that enhance the working life experiences of organizational members, thereby improving commitment to and motivation for achieving organizational goals. Most, often, this has been implemented through the design of jobs that afford workers more direct control over their immediate work environment. In the search for improved productivity, manager and executives alike are discovering the important contribution of QWL. The term Quality of Work Life is one of the most discussed terms in Human Resource Management and is getting its space in the HR discussions.

Maintaining organizational health as well as the employee's satisfaction on a regular basis is one of key factor for achieving organizational success and also for the organizational sustainability. If quality of life at work could be improved, it would benefit and reward the individual employee and the organization, its employees and society as a whole. As employers try to address employee turnover and job satisfaction issues, they must first determine what the issues are. As more companies start to realize that a happy employee is a productive employee, they have started to look for ways to improve the work environment. Many have implemented various work-life programs to help employees, including alternate work arrangements, onsite child care,

exercise facilities, relaxed dress codes, and more. Quality-of-work-life-programs to beyond work/life programs by focusing attention less on employee needs outside of work realizing that job stress and the quality of life at work is even more direct bearing on worker satisfaction. Open communications, mentoring programs, and fostering more amicable relationships among workers are some of the ways employers are improving the quality of work life.

Purpose of the Study:

The purpose of this study was to explore the experiences of employees with respect to the quality of their work life. Specifically, this study addressed the following research questions:

- 1) How do employees experience their work environment in terms of stress, work load, time pressure, and work-life balance?
- 2) What is the experience of employees relating to Quality of work life initiatives?

Objectives of the Study:

The study was undertaken with the following objectives:

1. To study the existing quality of work life of employees in Salem Steel Plant in Salem.
2. To find out how quality of work life leads to high satisfaction and performance of employees.
3. To identify the major factors that influence the Quality of Work Life of employees
4. To determine the preponderant variables in quality of work life.
5. To suggest the measures to improve the Quality of Work Life in the paper industries.

Research Methodology: Research is an intensive study in a particular field to achieve at a better conclusion of a problem. Research Methodology is a systematic way of solving the problem. The methodologies followed for this study are as follows.

Research Design: The research design is the basic framework or a plan for a study that guides the collection of data and analysis of data. Employees satisfaction and opinion about this study is used **Descriptive Research Design** in nature. The main purpose of descriptive research is description of state of affairs, as it exists at present. The information are collected from the employees in Salem Steel Plant and analyzed with the help of different statistical tools, for describing the relationship between various variables, pertaining the job satisfaction and quality of work life. Moreover cross table analysis has been done for processing the data and information is derived to attain the objectives of the study.

Method of Data Collection: Among the various methods, which can be used to collect the primary data, the researcher has adopted two methods which are Personal Interview method and Structural Questionnaire method. The researcher has prepared structured questionnaires, which contained predominantly multiple choice questions. The respondent's opinions are gathered with regard to the problem with the help of the questionnaires.

Sampling Design: A sample is a smaller representation of a larger whole. When some of the elements are selected with the intention of finding out something about the population from which they are taken, that group of elements is referred as a sample, and the process of selection is called Sampling.

Sampling Unit: The respondents of the study are part of population of employees of Salem Steel Plant, Salem. Each employee is considered to be the sampling unit.

Sample Size: Salem Steel Plant employee's strength is identified the entire universe; meanwhile the sampling size is confined only for 150 employees for among various cater of position in their jobs. Convenient sampling is adopted to get insight about the study.

Statistical Tools:

The collected data is consolidated, tabulated and analyzed by using statistical tools like descriptive statistics and Chi- Square Test.

Period of the Study:

The study was conducted for a period of 3 months from March to June 2011. The respondents were contacted and interviewed in the factory premises during their off duty hours.

Limitations of the study:

This study confined only Salem Steel Plant, Salem and sample size is limited to 150.

- 1) The employees and workers were interviewed during the course of their working time, so they were in a hurry to respond to the questions, which may have affected the quality of data.
- 2) Time constraint was another limiting factor. The time available for the study was very much limited.
- 3) The study covers only a few aspects of Quality of Work Life since it is a wide topic to conduct a complete study within the limited parameters. In spite of all the above limitations, every attempts and have been made to present this report in the best possible manner.

Data Analysis and Interpretation:

The process of analysis follows data collection. Analysis means computation of certain indices of measures along with searching for patters of relationship that exist among the data groups. In short, making intelligent and systematic effort to understand the collection. For the purpose of data analysis the data were collected through questionnaires. The researcher had asked questions to the respondents using five point scales. The survey which is considered as the most important part of the study was successfully under taken by the researcher thought a well designed questionnaire. The data collected through questionnaire was tabulated since it was structured. It was analyzed using statistical tool-percentage analysis.

Table 1: Demographic Factor wise Classification of Employees

Sl. No	Factor	Category	No. of Employees	Percentage (%)
1	Age	20 - 30	36	24.0
		30 - 40	69	46.0
		40 - 50	36	24.0
		50 - 60	9	6.0
2	Gender	Male	150	100.0
		Female	0	0.0
3	Department	Technical	85	56.7
		Non-Technical	50	33.3
		Administrative	15	10.0
4	Work Experience	1 - 5 Yrs	9	6.0
		5 - 10 Yrs	33	22.0
		10 - 15 Yrs	60	40.0
		15 - 20 Yrs	15	10.0
		Above 20 Yrs	33	22.0
5	Monthly Income	Below 15,000	31	20.7
		15,000 - 25,000	63	42.0
		Above 25,000	56	37.3
6	Marital Status	Married	140	93.3
		Unmarried	10	6.7

Source: Primary Data

It is inferred that Table 1 reveals that demographic variables studied shows that majority (46%) of respondents belong to the age group of 40 – 50 years and 24% of the respondents are 50 – 60 years and 20 – 30 years age group. The study among all these employees is male. In this study majority (57%) of the respondents are belonging to technical department and remaining non-technical and administration departments. Majorities (40%) of the respondents are working experience for 10 – 15 years and 22% of the respondents are above 20 years and 5 -10 year of experience. The majority of the respondents (42%) monthly income are Rs. 15,000 to 20,000 and

37% of them earnings above Rs. 25,000. It is found that majority of the respondents (93%) are married.

Table 2: Employees' satisfaction with current Job

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	9	6
Satisfied	141	94
Neutral	0	0
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: Above table reveals that 6% of respondents are highly satisfied, 94% of respondents are satisfied, No employees remaining are neutral, dissatisfied and highly dissatisfied.

Table 3: Employees' satisfaction with Salary package

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	0	0
Satisfied	27	18
Neutral	102	68
Dissatisfied	21	14
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: From the above table we can say that 18% of respondents are satisfied with the current salary package, 68% of respondents are neutral, and the rest 14% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

Table 4: Employees' satisfaction with Canteen facility

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	0	0
Satisfied	72	48
Neutral	51	34
Dissatisfied	27	18
Highly Dissatisfied	0	0
Total	150	100%

Source: Primary Data

Inference: The table shows that 48% of respondents are satisfied with the canteen facility available. 34% of respondents are neither satisfied nor dissatisfied about the canteen facility, 18% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

Table 5: Employees' satisfaction with Promotion Policies

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	0	0
Satisfied	0	0
Neutral	120	80
Dissatisfied	30	20
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: Above table showing that 80% of respondents are neither satisfied nor dissatisfied about the promotional policy, 20% of respondents are dissatisfied and nobody is highly satisfied, satisfied and highly dissatisfied.

Table 6: Employees' opinion regarding the Quality of Work Life

Opinion	No. of Respondents	Percentage (%)
Very Good	0	0
Good	81	54
Ok	69	46
Bad	0	0
Very Bad	0	0
Total	150	100

Source: Primary Data

Inference: It is inferred 54% of respondent had good opinion about the quality of work life in the organization. 46% of respondents are ok about the quality of work life in Salem Steel Plant and no respondents say that quality of work life is very good, bad and very bad.

Table 7: Employees' opinion regarding the every new change

Opinion	No. of Respondents	Percentage (%)
Strongly Agree	27	18
Agree	99	66
Moderate	15	10
Disagree	9	6
Highly Disagree	0	0
Total	150	100

Source: Primary Data

Inference: The table shows that 18% of respondents strongly agree regarding changes in organization, 66% of respondents are agreeing by telling that there is new changes in the organization, 10% of respondents are moderate, 6% of respondents are disagree and 0% of respondents are highly disagree.

Table 8: Employees' opinion regarding the Cordial Relationship between the employees and superiors

Opinion	No. of Respondents	Percentage (%)
Strongly Agree	12	8
Agree	99	66
Moderate	33	22
Disagree	6	4
Highly Disagree	0	0
Total	150	100

Source: Primary Data

Inference: Above table shows that 8% of respondents strongly agree, 66% of respondents are agree, 22% of respondents are moderate, 4% are dissatisfied and 0% of respondents are highly disagree.

Table 9: Employees' opinion regarding the Performance Appraisal methods

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	0	0
Satisfied	57	38
Neutral	84	56
Dissatisfied	9	6
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: The table shows that 38% of respondents are satisfied, 56% of respondents are neutral, 6% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

Table 10: Employees' opinion regarding the Medical Facilities

Opinion	No. of Respondents	Percentage (%)
Strongly Agree	0	0
Agree	117	78
Moderate	27	18
Disagree	6	4
Highly Disagree	0	0
Total	150	100

Source: Primary Data

Inference: From the above table it is clear that 78% of respondents agree that there is medical facility in the organization. 18% of respondents are in moderate stand, 4% of respondents disagree about the medical facility and 0% of respondents are strongly agreed and highly disagree.

Table 11: Employees' opinion regarding the safety and healthy Working conditions

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	15	10
Satisfied	96	64
Neutral	36	24
Dissatisfied	3	2
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: The table is showing that 10% of respondents are highly satisfied, 64% of respondents are satisfied, 24% of respondents are neutral 2% of respondents are dissatisfied and 0% of respondents are highly dissatisfied.

Table 12: Employees' opinion regarding the job security in the organization

Opinion	No. of Respondents	Percentage
Highly Satisfied	9	6
Satisfied	93	62
Neutral	42	28
Dissatisfied	16	11
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: The chart shows that 6% of respondents are highly satisfied, 62% of respondents are satisfied, 28% of respondents are neutral, 11% of respondents are dissatisfied and 0% of respondent are highly dissatisfied.

Table 13: Employees' opinion regarding the existing Safety Measures

Opinion	No. of Respondents	Percentage (%)
Very Highly	0	0
Highly	33	22
Medium	117	78
Low	0	0
Very Low	0	0
Total	150	100

Source: Primary Data

Inference: The table shows that 22% of respondents are highly satisfied about the safety measures of employees. 78% of respondents are in medium position and no one say that it is very high, low or very low.

Table 14: Employees' opinion regarding the Training Programme given

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	0	0
Satisfied	117	78
Neutral	33	22
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: Above table shows that 78% of respondents are satisfied with the training program organized by the firm, 22% of respondents are neutral and 0% of respondents are highly satisfied, dissatisfied and highly dissatisfied.

Table 15: Employees' opinion regarding the casual leave

Opinion	No. of Respondents	Percentage (%)
Strongly Agree	102	68
Agree	48	32
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	150	100

Source: Primary Data

Inference: Above table shows that 68% of respondent strongly agree about the casual, 32% of respondents are agree and 0% of respondents are moderate, disagree and highly disagree.

Table 16: Employees' satisfaction with the ESI & PF

Opinion	No. of Respondents	Percentage (%)
Strongly Agree	51	34
Agree	99	66
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	150	100

Source: Primary Data

Inference: The table shows that 34% of respondents are strongly agree, 66% of respondents are agree and 0% of respondents are moderate, disagree and highly disagree.

Table 17: Employees' satisfaction with the Bonus

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	30	20
Satisfied	105	70
Neutral	15	10
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: The table is shows that 20% of respondents are highly satisfied, 70% of respondents are satisfied, 10% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied.

Table 18: Employees' satisfaction with the grievance redresses

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	54	36
Satisfied	78	52
Neutral	18	12
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	150	100

Source: Primary Data

Inference: The chart shows that that there are 36% of respondents are highly satisfied, 52% of respondents are satisfied, 12% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied

Analysis of Association between job related variables and Quality of Work Life

Hypothesis

H₀: There is no significant difference between jobs related variables and QWL.

H₁: There is significant difference between jobs related variables and QWL.

Table 20: Chi-Square Test for Job related Variables.

Sl.No	Variables	Chi-Square Value	Table value	Significant/ Non Significant
1	Salary and Bonus	14.21	12.8	Significant
2	Job Securities	47.12	10.5	Significant
3	Employee Benefits	28.29	12.8	Significant
4	Health & Safety	19.36	10.5	Significant
5	Opportunities for growth	56.76	12.8	Significant
6	Casual Leave and Medical Leave	22.17	10.5	Significant
7	Empowerment	20.02	12.8	Significant
8	Grievance Redresses	7.68	10.5	Not Significant
9	Cordial relationship	16.27	12.8	Significant
10	Training Programme	13.06	12.8	Significant
11	Flexible work schedules	11.06	10.5	Not Significant
12	Performance Appraisal system	0.245	12.8	Not Significant

Source: Primary Data

In the above table all the variables were found to be significant ($p < .05$), except Grievance redressed, flexible work schedules and performance appraisal hereby interpreting that these variables have significant association with quality of work life, concluding that these variables put major impact and give high contribution in raising quality of work life.

FINDINGS OF THE STUDY:

The study conducted at Salem Steel Plant, Salem is undertaken with a view to assess the level of satisfaction of workers and to understand the various factors influencing quality of work life of the employees. The study is based on primary data collected through questionnaires. 150 employees were selected to analyze certain variables relating to Quality of Work Life. The collected data were analyzed with the help of percentage analysis

QUALITY OF WORK LIFE PROGRAMS:

1. For adequate and fair compensation, the company provides bonus, PF etc.
2. The safe and healthy working condition of the employees is ensured by providing dust proof facility, light ventilation, drinking water, canteen facility etc.
3. For the proper balance between work and personal life, the company provides work shift facility.

RECENT TRENDS IN QUALITY OF WORK LIFE:

1. Worker's participation in management
2. Work-life balance
3. Constitutionalism etc are the recent trends in Quality of Work Life

RESPONSE OF THE EMPLOYEES:

1. Majority (46%) of respondents belong to the age group of 40 – 50 years and 24% of the respondents are 50 – 60 years and 20 – 30 years age group.
2. The study among all these employees is male.
3. In this study majority (57%) of the respondents are belonging to technical department and remaining non-technical and administration departments.

4. Majorities (40%) of the respondents are working experience for 10 – 15 years and 22% of the respondents are above 20 years and 5 -10 year of experience.
5. The majority of the respondents (42%) monthly income are Rs. 15,000 to 20,000 and 37% of them earnings above Rs. 25,000.
6. It is found that majority of the respondents (93%) are married
7. 94% of the employees are satisfied with the current job.
8. 18% of the employees are satisfied with salary package.
9. 48% of the employees are satisfied with canteen facility.
10. 20% of the employees are dissatisfied with the promotion policies.
11. 54% of the employees had good opinion about the Quality of Work Life in the organization.
12. 64% of the employees are satisfied with the working condition provided by the organization.
13. 62% of the employees are just satisfied with job security provided by the organization.
14. 22% of employees had high opinion about existing safety measures.
15. 78% of employees are satisfied with the training program given.
16. 68% of employees are strongly agreeing about casual leave with pay.
17. 66% of employees agree with ESI & PF
18. 70% of employees are satisfied with bonus.
19. 52% of employees are satisfied with grievance redressed.
20. In the above table all the variables were found to be significant ($p < .05$), except Grievance redressed, flexible work schedules and performance appraisal hereby interpreting that these variables have significant association with quality of work life, concluding that these variables put major impact and give high contribution in raising quality of work life.

SUGGESTIONS:

1. As it was found in the study that there is significant association between QWL and job related variables thus suggesting that institutions should consider the importance of above mentioned variables and try to increase the level of extent of actual dimensions with regard to the capabilities of individuals.
2. Further suggesting that institutions should not pressurize for extra work load so that it does not become hindrance in their forth coming work and affects the future development of work.
3. Superior officers and the managers should try to create friendly relations with their subordinates so as to motivate the performance of the employees and workmen
4. Adequate training and development programs should be provided to the employees for an effective increase in the performance and attitude levels.
5. More recreational facilities and welfare measures should be provided by the company to reduce work stress and to enhance the satisfaction of their working environment.
6. Superior officers and the managers should try to create friendly relations with their subordinates so as to motivate the performance of the employees and workmen
7. The safety measures in the company should be improved in continues way and should be improving the functioning of the quality circle.

Conclusion:

The study conducted among the employees at Salem Steel Plant, Salem on the topic “A Study on Quality of Work Life and Job Satisfaction of Employees in Salem Steel Plant, Salem” can be stated as a complete look into the way the company can improve their measures towards enriching the employees to derive better performance and productivity from the employees, hence brining in profits to the company. Hence, an adequate and timely check should be maintained by the management to ensure that the employee’s Quality of Work Life is in high spirits. The employees should always be highlighted above the demands of the company and the role they have build upon in the company so as to fulfil these demands. Salem Steel Plant, Salem

has been enriching the Quality of Work Life of the employees and is building up policies and strategies to improve the Quality of Work Life of their employees.

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