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**A STUDY ON QUALITY OF WORK LIFE IN
MAXIMUM SYNTHETICS (P)LTD., BILWARA, INDIA**

By

M.NAGARAJAN

Reg No: 0820400027

Of

DEPARTMENT OF MANAGEMENT STUDIES

KCT BUSINESS SCHOOL

Kumaraguru College of Technology

Coimbatore.

A PROJECT REPORT

Submitted to the

DEPARTMENT OF MANAGEMENT STUDIES

In partial fulfilment of the requirements

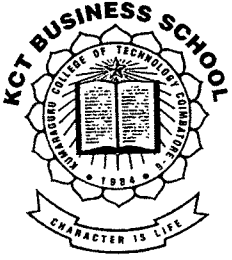
for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

JUNE – 2010



Bonafide Certificate



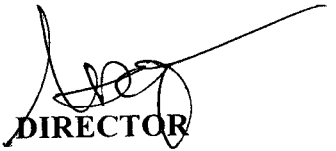
KCT BUSINESS SCHOOL
DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE.

BONAFIDE CERTIFICATE

Certified that this project entitled “Quality of work life in M/s Maximum Synthetics(P)Ltd., Bilwara, India” is the bonafide work of Mr. M.NAGARAJAN (Reg No: 0820400027), who carried out this research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not from part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.



PROJECT GUIDE


Mrs. R. Hemanalini, Lecturer


DIRECTOR

Dr.S.V.Devanathan Ph.D.

Evaluated and Viva-Voce held on.....14.06.10.....


EXTERNAL EXAMINER


INTERNAL EXAMINER



Maximum Synthetics (P) Ltd.

Regd. Off. 135, Ambaji Textile Market, Ajmer Road, Bhilwara - 311001(Raj.)
Phone : (O)01482-264193(O), 93521-66628 (M)
Fax: ++91-1482-264193,
e-mail: maximum_suiting@yahoo.com

Date

TO WHOM SOEVER IT MAY CONCERN

This is to certify that **Mr. M.Nagarajan (Reg No: 0820400027)**, Final Year MBA student of KCT Business School, (Group of Kumaraguru College of Technology), Coimbatore has successfully completed the project under the title **A STUDY OF QUALITY ON WORK LIFE IN MAXIMUM SYNTHETICS (P) LTD.** during the period of March 9, 2010 to June 9, 2010.

His commitment and dedication shown in completing the project is good. We wish him success in all his future endeavours.

For Mr.

Signature

Board of Director,

Maximum Synthetics (P) Ltd.
Ajmer Road, Bhilwara - 311001 (Raj.)
Ph: 01482-264193

Factory - Ajmer Road, Arjiya Link, Village-Arjiya, Bhilwara-311001 (Raj.)



Acknowledgement

ACKNOWLEDGEMENT

I would like to thank our Chairman **Padma Bhusan Arutselvar Dr. N. Mahalingam**, Managing Trustee, Governing Council, Kumaraguru College of Technology.

I express my sincere gratitude to our beloved Co-Chairman **Dr. B.K. Krishnaraj Vanavarayar**, the prime guiding spirit of Kumaraguru College of Technology.

I extend my heartfelt thanks to our Correspondent **Thiru. M. Balasubramaniam**, Kumaraguru College of Technology, Coimbatore for providing facilities to do this project.

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I would like to express my deep sense to our beloved **Director Dr. S. V. Devanathan, KCTBS** for providing me an opportunity to undertake this project.

I express my sincere thanks to guide **Mrs. R. HEMANALINI (lecturer)**, for his motivation and inspiration who guided me gently and friendly to push up the project successfully.

I endeavour my sincere gratitude towards **M/s Maximum Suitings Ltd., Bilwara, India** for permitting me to do the project. Especially I would like to thank **Mr. VIKASH** for extending their cooperation and guiding me to complete this project.

My unbound thanks especially to all the employees of **M/s Maximum Suitings Ltd., Bilwara, India** for their selfless help and support showered on me during this project work.

I also thank all the faculty members of **KCTBS** for their valuable suggestions. Finally I thank my most beloved parents and my friends, who encouraged me in completion of this project successfully.

DECLARATION

I, hereby declare that this project report entitled as “Quality of work life in M/s Maximum Suitings Ltd., Bilwara, India” has undertaken for academic purpose submitted to Anna University in partial fulfilment of requirement for the award of the degree of Master of Business Administration. The Project report is the record of the original work done by me under the guidance of Mrs.R.HEMANALINI(lecturer), during the academic year 2010.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Place: COIMBATORE

Date: 14 . 6 . 10


(M.NAGARAJAN)



Table of Contents

CONTENT

CHAPTER NO	PARTICULARS	PAGE NO
1.	Introduction	
	Background of study	1
	Introduction of study	5
	Review of literature	7
	Objective of study	13
	Scope of the study	14
	Research methodology	15
	Limitation of study	16
2	Organisation profile	17
3	Analysis and Interpretation	20
4	Findings	43
5	Suggestions	44
6	Conclusion	45
8	Bibliography	46



List of Tables

LIST OF TABLES

CHAPTER NO 3	PARTICULARS	PAGE NO
1.1	SALARY	21
1.2	JOB SECURITY	22
1.3	JOB STATISFICATION	23
2.1	CHALLENGING OF JOB	24
2.2	JOB INVOLVEMENT	25
2.3	JOB STATUS	26
3.1	PROMOTION AND GROWTH OPPORTUNITIES	27
3.2	RECOGNITION	28
3.3	MOTIVATION	29
4.1	AUTHORITY	30
4.2	RESPONSIBILITY	31
4.3	FREEDOM AND AUTONOMY	32
5.1	WORKING CONDITION	33
5.2	ORGANISATIONAL CLIMATE	34

5.4	MORALE	35
6.1	HUMAN RELATION	36
7.1	EMPLOYEE RESPONSIBILITY IN ORGANIZATION	38
7.2	ORGANIZATION CLIMATE	39
8.1	EXPERIENCE * RESPONSIBILITY	40
8.2	EXPERIENCE * PROMOTES	41
8.3	EXPERIENCE * JOB SATISFACTION	42



Introduction

A STUDY ON QUALITY OF WORK LIFE AT MAXIMUM SYNTHETICS (P) Ltd.,

BILWARA, INDIA

INTRODUCTION

One of the major problems faced in many industries is the quality of work life. The issue is not just one of achieving greater from human satisfaction. It is also fundamental to the long-range efficiency adaptability, effectiveness and performance of organization. Organization and nation that are effective in dealing with this fundamental issue will be more successful in making the transformation into the postindustrial era. Many countries in Europe and Asia have developed specific national programs of experimentation and research.

The term quality of work life means different things to different person. To some it means industrial democracy or co-determination with increased employee participation in formal organizational decision-making. To other particularly managers and administrators the term suggests effort to increase production through improvement in the psychosocial rather than the technical and structural systems some particularly unions and work groups. View at as more equitable sharing of the income and more human and healthy working condition other sees it as breaking down the traditional high degree of specialization typical in many work situation and substituting enlarge and enriched job's or automation and rewarding job. High quality of work life is sought through an employee relations philosophy that encourages the use of quality of work life efforts, which are systematic attempts by an organization to give worker greater opportunities to effort their jobs and their contribution to the organization over all effectiveness.

Definition

The American Society of Training and development established a task force on the quality of work life in 1979. This task force defined quality of work life as a "Process of quick organization, which enables its members at all levels to actively participate in sharing the organization Environment Method and out comes". This value-based process is aimed towards meeting the goals of enhanced effectiveness of organization and improves quality of work life at work for employee. A more specific definition by chosen and Rosenthal describes it as an internationally designed effort to bring about increased labour management co-operation to solve jointly the problem's of improving organizational performance and employee satisfaction J. Richard and J. Lloyd defined may result improvement in the quality. Finally a higher quality of work life may lead the decreased abustation and turnover fewer industrial accident and high quality of work and quantity of output of goods and service.

The concern for quality of work life and the accompanying socio- Technical approach the job design also take a more micro perspective unlike the job enrichment approach QWL is not based on a practical theory or does of advocate a particularly technical for application instead QWL is concerned with over all described it as process of joint decision making collaboration and building mutual respect between management employees. The purpose is to change the climate of work so that the human technological - organizational interface leads to a better quality of work life.

Professor Walton's Determinants

The most widely quested definition of quality of work life is that formulated by Richard E Walton defined quality of work life as the degree to which members of work organization are able to satisfy important personal needs through their experience in the organization.

The improvement in the quality of work life may lead to induce more positive feeling towards themselves their job and the organization physical health work group that enhance social relationship at work place.

Finally other takes an even broader view of changing the entire organizational climate by humanizing work individualizing organization and fundamentally changing the structural management system.

Quality of work life is a multifaceted concept the promise of quality of work life is having a work environment where an employee's activities become more important the meaning implementing produces or policies that make the work retainer and more rewarding for the employee these producers or policies include autonomy recognition belonging progress development and external rewards.

- Autonomy deals with the amount of freedom that employees can exercise in their job.
- Recognition involves being valued by other in the company.
- Belong refers to this part is the organization.
- Progress and development refers to the internal rewards available from the organization challenge and accomplishment.
- External rewards usually in the form of salary and benefits.

Quality of work life means to have good supervision

- Good working condition
- Good pay
- Good benefits

and intrusting challenging fewer mental health problems and less dug abscess on greater growth and development of the individual as both a person and productive member of the organization.

It is terms of eight broad condition of employment that constitution a good describes quality of work life.

WELFARE, SOCIAL AND CULTURAL ACTIVITIES CARRIED OUT AT

Maximum Synthetics Ltd., Bilwara, India

Maximum Synthetics Ltd., Bilwara, India unit is carrying out various welfare, social and cultural activities for the benefit of employees and their family members. The details are as follows:

I. Welfare Activities

1. Employees Shift Bus Facility

The company has provided bus facility to employees from the factory up to guruja (which is 15 Kilometers away from the factory) and back covering all the shifts for the benefit of employees to facilitate them to attend in shift duties.

2. Issue of Uniforms

The employees are issued with 2 sets of stitched terry cotton uniforms every year.

3. Issue of Shoes

The employees are issued with one pair of shoes and two pairs of nylon socks every year for safety reasons depending upon the place of work.

4. Educational Allowance

The company is paying educational scholarship to all employees once in a year to meet the requirements of their children's education Experience s.

5. Sickness Benefit Scheme

Company is paying 50% salary/wages to employees up to a period of six months at a stretch for those who are availing long medical leave on loss of pay for diseases such as cancer, tuberculosis, paralysis, cirrhosis of liver or any other diseases which requires continuous treatment and bed rest to mitigate the financial hardship of employees and their family members during this sickness period.

6. Free Medical Treatment

Free medical treatment facility is extended to all employees including outside references also. The employee's wife, children and dependent parents are also given medical treatment at subsidized rates by collecting nominal charges.

7. Company is Supplying 2 cups of free tea and bread at a cost of Rs.1.60 for employees attending night shift duty only.

8. A gift worth one sovereign of gold is given to superannuated employees for appreciation of their services.

9. Salary advance is given to employees for marriage in their family and for medical treatment purposes.

10. Company insures every employee under 'Janatha personal insurance policy scheme'. The policy is for Rupees one lakh and the yearly premium is Rs.30/- of which the company bears Rs.15/- and the balance is paid by the employee.

11. Issue of Chappals

Employees are issued with one pair of chappals every year for safety reasons, depending upon the place of work.

1.1 BACKGROUND OF STUDY:

This study is about Quality of Work Life at **MAXIMUM SYNTHETICS (P) Ltd.** Based on the review of literature, the researcher have identified some factors of QWL and framed a questionnaire for Data Collection. This study will analyze effectiveness of prevailing Quality of Work Life.

QWL is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an “asset” to the organization “costs”. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organization needs to concentrate on job designs and organization of work. QWL which enables employees at all levels to participate actively and efficiently in shaping the organization’s environment, methods and outcomes. Further, today’s workforce is realizing the importance of relationships and is strike a balance between career and personal lives.

QWL plays an important role in influencing job involvement of workers and increases productivity. Hence this study is important QWL programs emphasize cooperative relationships among employees, unions and management. The future work world will also have more women entrepreneurs and they will encourage and adopt QWL programs.

Review of literature

1)Title:

Passive responses to interpersonal conflict at work amplify employee strain.

Authors:

Dijkstra, Maria T. M.
De Dreu, Carsten K. W.
Evers, Arne
van Dierendonck, Dirk

Source:

European Journal of Work & Organizational Psychology; Dec2009, Vol. 18 Issue 4,
p405-423, 19p

Abstract:

Interpersonal conflict at work correlates with stress related outcomes such as psychological strain and exhaustion. Consistent with conflict theory, we argued that this relationship is moderated by the way conflict is managed. Cross-sectional data collected in The Netherlands, from students with part-time jobs (Sample 1, n = 104), healthcare workers (Sample 2, n = 191), and mid-level administrative personnel (Sample 3, n = 161) indeed revealed that conflict was related to psychological strain and exhaustion especially when interpersonal conflict was managed passively (through avoiding and yielding). Active conflict management strategies (forcing and problem solving) did not moderate the relationship between interpersonal conflict and employee strain. Implications for conflict theory, for future research, and for practice are discussed

2)Title:

Toward a More Complex View of Career Exploration.

Authors:

Zikic, Jelena
Hall, Douglas T.

Source:

Career Development Quarterly; Dec2009, Vol. 58 Issue 2, p181-191, 11p

Abstract:

This article examines the concept of career exploration in adult populations. In contrast to the prevailing positive view of career exploration, the authors present a more complex and balanced perspective of this process, addressing some of the barriers to career exploration and the applicability of this concept to different populations. They examine differences between voluntary exploration and forced or chance exploration, discuss how relationships may be barriers to exploration, consider various outcomes of career explorations, and call for a more holistic view of the individual in career counseling.

3)Title:

Stress-Free Work Results.

Authors:

Reed-Woodward, Marcia A.

Source:

Black Enterprise; Dec2009, Vol. 40 Issue 5, p57-57, 2/3p

Abstract:

The article discusses practices to de-stress work life and improve results. It focuses on the initiative of a store manager to restore team morale during recession. Wynona Redmond, director of public affairs and government relations for supermarket chain Dominick's Finer Food, consulted a time management almanac for professionals to help her team succeed and thrive in the changing economic landscape. The almanac provides a system and offers a method for high-performance workflow management.

4)Title:

5 Tips to a Healthy Work Environment.

Authors:

Chapman, Sam

Source:

Baseline; Dec2009, Issue 101, p15-15, 1p

Abstract:

The article offers tips on how to have a healthy work environment in a business industry. The author mentions gossip is a destructive force in workplace as it ruins relationships, interferes with productivity, and harms employee's reputation. Moreover, guidelines to create an emotionally healthy work environment are offered which includes determining gossip, implementing a no-gossip policy, and implementing a no-gossip zone.

5)Title:

GLOBAL PERCEPTIONS OF THE FIT BETWEEN PERSON AND WORK ENVIRONMENT (P-E FIT): DEVELOPMENT AND INITIAL VALIDATION OF A NEW MEASURE.

Authors:

Herdman, Andrew O.

Carlson, Kevin D.

Source:

Psychological Reports; Dec2009 Part 2, Vol. 105 Issue 3, p1181-1195, 15p, 2 Charts

Abstract:

Research investigating the role of fit between individuals and their work environments employs a growing number of measures assessing subsets of work environments. Global perceptions of fit should be useful in anchoring research studies and developing the literature, in this study, two measures of global fit perceptions are developed and initial validity data are offered. Using data from 363 upper-division college students in a simulated job search scenario, evidence of the unidimensionality, reliability, and predictive validity is provided. Suggestions are provided for use of these measures of global perceptions to advance research in Person-Environment fit.

6)Title:

High quality of work life pays off for employees and businesses.

Authors:

Gillette, Becky

Source:

Mississippi Business Journal; 7/28/2008, Vol. 30 Issue 30, p28-29, 2p

Abstract:

The article focuses on how the high quality of work life can contribute to economic development in Mississippi. Tom Wagner, president of Wagner Consulting Group Inc. in Madison, said that business can attain benefits from the quality of work life due to the employees dedication to their work and they can render discretionary effort.

7)Title:

Co-workers tout Chaffee's dedication, honesty.

Authors:

Meyer, Bruce

Source:

Rubber & Plastics News; 12/14/2009, Vol. 39 Issue 10, p22-1NULL, 1p

Abstract:

The article discusses the work life of Chuck Chaffee, founder of BRC Rubber & Plastics Inc. Cliff Chaffee, brother and partner of Chuck Chaffee, said that Chuck's skills helped the Chief Executive Officer (CEO) network in all phases of the business, and his ability to multi-task helped to push the company forward throughout its history. According to executive Michael Meyer, Chaffee fits the criteria of a "Level 5 Leader," as defined in Jim Collins' book, "Good to Great."

8)Title:

Towards a multi-foci approach to workplace aggression: A meta-analytic review of outcomes from different perpetrators.

Authors:

Hershcovis, M. Sandy

Barling, Julian

Source:

Journal of Organizational Behavior; Jan2010, Vol. 31 Issue 1, p24-44, 21p

Abstract:

Using meta-analysis, we compare three attitudinal outcomes (i.e., job satisfaction, affective commitment, and turnover intent), three behavioral outcomes (i.e., interpersonal deviance, organizational deviance, and work performance), and four health-related outcomes (i.e., general health, depression, emotional exhaustion, and physical well being)

of workplace aggression from three different sources: Supervisors, co-workers, and outsiders. Results from 66 samples show that supervisor aggression has the strongest adverse effects across the attitudinal and behavioral outcomes. Co-worker aggression had stronger effects than outsider aggression on the attitudinal and behavioral outcomes, whereas there was no significant difference between supervisor, co-worker, and outsider aggression for the majority of the health-related outcomes. These results have implications for how workplace aggression is conceptualized and measured, and we propose new research questions that emphasize a multi-foci approach.

9)Title:

Co-workers tout Chaffee's dedication, honesty.

Authors:

Meyer, Bruce

Source:

Rubber & Plastics News; 12/14/2009, Vol. 39 Issue 10, p22-1NULL, 1p

Abstract:

The article discusses the work life of Chuck Chaffee, founder of BRC Rubber & Plastics Inc. Cliff Chaffee, brother and partner of Chuck Chaffee, said that Chuck's skills helped the Chief Executive Officer (CEO) network in all phases of the business, and his ability to multi-task helped to push the company forward throughout its history. According to executive Michael Meyer, Chaffee fits the criteria of a "Level 5 Leader," as defined in Jim Collins' book, "Good to Great."

10)Title:

Positive Job Response and Ethical Job Performance.

Authors:

Valentine, Sean

Varca, Philip

Godkin, Lynn

Barnett, Tim

Source:

Journal of Business Ethics; Jan2010, Vol. 91 Issue 2, p195-206, 12p, 2 Diagrams, 2 Charts



P-3191

Abstract:

Although many studies have linked job attitudes and intentions to aspects of in-role and extra-role job performance, there has been relatively little attention given to such job responses in the context of employees' ethical/unethical behavior. The purpose of this study was to investigate a possible relationship between positive job response (conceptualized as job satisfaction and intention to stay) and behavioral ethics. Ninety-two matched manager-employee pairs from a regional branch of a large financial services and banking firm completed survey instruments, with each employee providing information about his or her job attitudes and intentions and each manager assessing the ethical/unethical performance of his/her employees. Respondents also provided additional information required for our analyses. The results indicated that positive job response among subordinates was associated with higher supervisory ratings of the subordinates' ethical job performance. The managerial implications of the findings for managing ethical behavior are explored.

OBJECTIVE OF THE STUDY

The Objectives of the study are

- **Primary**

To study the quality of work life existing in the organization.

- **Secondary**

To identify the area where the quality of work life needs improvement

To assess the order of preference of the factor of quality of work life.

SCOPE OF THE STUDY

- The scope of the study includes identifying the different variables that determine quality of work life.
- Factors such as Health, hygiene, medical, working environment and accommodation were taken into consideration for the study.
- Questionnaire was administered among the respondents for prioritising the various factors of quality of work life.
- Finally the various important factors of work life were identified and suggested.

RESEARCH METHODOLOGY

The Research Method applied for this study is as follows

Quality of work life has been studied with the base in terms of pay and sterility of employment existing work place, conium for people and opportunities for growth this study seeks to examine the precipitation regarding the existing quality of work life.

A.I Interview Schedule

To facilitate the study interview method is used to collect the data. The schedule was developed using nominal scale. The statements are formulated carefully so that the respondents have no difficulty in answering them. Each statement has five options namely.

1. Strongly Agree
2. Agree
3. Disagree
4. Strongly Disagree

Data collection

Sample size

The total No. of employee in the organization - 200

There are various methods to collect data. The researcher understands that interview method is the most suitable. In this method, the purpose and meaning of the questions were explained whenever the respondents ask doubt. It may be easily classified by the researcher to adopt Random sampling method to conduct the study. So sample which we select should reflect the ideas and thoughts of the whole population. The sample sizes of 200 employees were taken to conduct the research.

Analysis

Analysis was made based on data collected and the quality off work life is measured.

Tools for Analysis

The data was analyzed using,

1. Percentage analysis method
2. Weighted average method
3. Cross tabulation

LIMITATION

The Following one of the Limitation with in which the Study is to be conducted.

- The determination facts of quality of work life used in this study may not be exclusive, some of the factor might have been left out.
- The lack of interest among the employee as they felt that they have nothing beneficial by research.
- Some respondents hesitated to give the actual facts as they fear the management would take any action again them.

The research was conducted with is a limited duration of time so a detailed and comprehensive study could not be made.



Organisation Profile

Company profile

Maximum Synthetic Pvt. Ltd was founded by Mr.vikas on bhilwara in Rajasthan. Maximum Synthetic Pvt. Ltd is a brand / trade mark, well known in textile circles of our country, With top quality machines from Mayer & Cie, Germany and a trained team of technocrats, they are able to meet the quality and speed of delivery required by their customers. Maximum is now a totally integrated textile corporation involved in, Spinning, Manufacturing Denim, Terry Products, Knitting, and Weaving & Ready Made Garments in our own facilities. A growth, a result of focusing on the customer with continuous innovation and investment in high technology - the reason why the company's products are sought-after in the most quality conscious market. Today they are known for the speedy delivery of goods with right quality. Their enhanced capacity and manpower can fully support their drive towards expanding the customer base. Faster service by planned work schedules , professional executives and effective communication systems enhance the overall quality of their products.

On the board of group's companies are highly respected professional directors, (with varied backgrounds right from textiles and finance to banking & management) who provide the impetus for rapid all-round growth.

The Board of Directors, Financial Officer, General Managers, Factory Managers, Managers, Deputy Managers, Senior Officers and the management staff are actively involved in the day-to-day operations of the Company.

There is a good market acceptance of products manufactured by the company. The company with the expertise (marketing, technical) takes care of distribution and deliveries monitor the performance of the product and respond to customer needs and problems promptly & effectively. The staff and workers are trained & motivated to innovated & improve the quality of the products and services on a continuing and on-going basis. The company also takes care of its employees by offering good welfare schemes, scope for self-development and providing them with an excellent & friendly working environment.



Data Analysis and Interpretation

ANALYSIS AND INTERPRETATION

Experience of the Employee

Table 1 A

Experience In years	Frequency	Percentage
Below 14	29	29.0
14 – 18 year	17	17.0
18 – 22 year	22	22.0
Above & 22 year	32	32.0
Total	100	100.0

Interpretation

The above table indicates that 29 of respondent are below 14years, 17 of the respondent are 14 -18yrs, 22 of the employees are 18 – 22 yrs and 32 of the employee above & 22 years. Many of the employees were having experience more than 22 years which shows the loyalty of top management to the organization.

I.PAY AND STABILITY OF EMPLOYMENT

TABLE – 1: 1

I. SALARY

Salary of employees	Frequency	Percentage
Strongly agree	35	35.0
Agree	29	29.0
Disagree	18	18.0
Strongly disagree	18	18.0
Total	100	100.0

Interpretation

The above table indicated that 35 of the respondent strongly agreed 29 of the respondent agreed 18 of the employees disagreed 18 of the employee strongly disagreed. It is inferred that many of the employee were satisfied with the salary provided by the organization.

TABLE - 1: 2

II. JOB SECURITY

JOB SECURITY	Frequency	Percentage
Strongly agree	46	46.0
Agree	25	25.0
Disagree	16	16.0
Strongly disagree	13	13.0
Total	100	100.0

Interpretation

The above table indicated that 46 of the respondent strongly agreed 25 of the respondent agreed 16 of the employees disagreed 13 of the employee strongly disagreed. From the table it is clearly shown by the employees were secured with their work designated.

TABLE - 1 : 3

III. JOB STATISFICATION

JOB STATISFICATION	Frequency	Percentage
Strongly agree	54	54.0
Agree	24	24.0
Disagree	18	18.0
Strongly disagree	4	4.0
Total	100	100.0

Interpretation

The above table indicated that 54 of the respondent strongly agreed 24 of the respondent agreed 18 of the employees disagreed 4 of the employee strongly disagreed. Most of the employees feel more comfortable in the working environment that prevailed in the organization.

II. NATURE OF JOB

TABLE - 2: 1

I. CHALLENGING OF JOB

Challenging of job	Frequency	Percentage
Strongly agree	60	60.0
Agree	24	24.0
Disagree	10	10.0
Strongly disagree	6	6.0
Total	100	100.0

Interpretation

The above table indicated that 60 of the respondent strongly agreed 24 of the respondent agreed 10 of the employees disagreed 6 of the employee strongly disagreed. The job was assigned to every employee according to their working ability and preference.

TABLE - 2: 2

II. JOB INVOLVEMENT

Job involvement	Frequency	Percentage
Strongly agree	65	65.0
Agree	21	21.0
Disagree	7	7.0
Strongly disagree	7	7.0
Total	100	100.0

Interpretation

The above table indicated that 65 of the respondent strongly agreed 21 of the respondent agreed 7 of the employees disagreed 7 of the employee strongly disagreed. From the table many of the respondents are strongly agree towards the involvement in the job and also it clearly show the impact on the job they have designated.

TABLE – 2: 3

III. JOB STATUS

Job status	Frequency	Percentage
Strongly agree	56	56.0
Agree	30	30.0
Disagree	7	7.0
Strongly disagree	7	7.0
Total	100	100.0

Interpretation

The above table indicated that 56 of the respondent strongly agreed 30 of the respondent agreed 7 of the employees disagreed 7 of the employee strongly disagreed. As many of the employees have strongly agreed, this shows that the job was given according to their expectations.

III. ENCOURAGEMENT FACTOR

TABLE – 3 : 1

I. PROMOTION AND GROWTH OPPORTUNITIES

Promotion and growth opportunities	Frequency	Percentage
Strongly agree	15	15.0
Agree	48	48.0
Disagree	13	13.0
Strongly disagree	24	24.0
Total	100	100.0

Interpretation

The above table indicated that 15 of the respondent strongly agreed 48 of the respondent agreed 13 of the employees disagreed 24 of the employee strongly disagreed. As many of the employees have agreed which shows that appraisal program were done effectively

TABLE - 3: 2

II. RECOGNITION

Recognition	Frequency	Percentage
Strongly agree	35	35.0
Agree	50	50.0
Disagree	7	7.0
Strongly disagree	8	8.0
Total	100	100.0

Interpretation

The above table indicated that 35 of the respondent strongly agreed 50 of the respondent agreed 7 of the employees disagreed 8 of the employee strongly disagreed. From the analysis it is inferred that the dignity of labour were highly considered inside the organization.

TABLE - 3: 3

III. MOTIVATION

Motivation	Frequency	Percent
Strongly agree	41	41.0
Agree	48	48.0
Disagree	6	6.0
Strongly disagree	5	5.0
Total	100	100.0

Interpretation

The above table indicated that 41 of the respondent strongly agreed 48 of the respondent agreed 6 of the employees disagreed 5 of the employee strongly disagreed. As per the analysis made the motivation factor were followed so that the employees work more effectively to develop the organization.

IV. DECISION MAKING

TABLE - 4: 1

I. AUTHORITY

Authority	Frequency	Percentage
Strongly agree	40	40.0
Agree	31	31.0
Disagree	22	22.0
Strongly disagree	7	7.0
Total	100	100.0

Interpretation

The above table indicated that 40 of the respondent strongly agreed 31 of the respondent agreed 22 of the employees disagreed 7 of the employee strongly disagreed. From the research made its clearly founded that the right job was given to the right person.

TABLE - 4: 2

II. RESPONSIBILITY

Responsibility	Frequency	Percentage
Strongly agree	56	56.0
Agree	24	24.0
Disagree	9	9.0
Strongly disagree	11	11.0
Total	100	100.0

Interpretation

The above table indicated that 56 of the respondent strongly agreed 24 of the respondent agreed 9 of the employees disagreed 11 of the employee strongly disagreed. The responsibility were given according to their position, this was strongly agreed by many of the employee.

TABLE - 4: 3

III. FREEDOM AND AUTONOMY

Freedom and Autonomy	Frequency	Percent
Strongly agree	24	24.0
Agree	38	38.0
Disagree	26	26.0
Strongly disagree	12	12.0
Total	100	100.0

Interpretation

The above table indicated that 28 of the respondent strongly agreed 38 of the respondent agreed 26 of the employees disagreed 12 of the employee strongly disagreed. From the table it is inferred that employees were allowed to work freely inside the organization.

V. ENVIRONMENTAL FACTOR

TABLE – 5: 1

I. WORKING CONDITION

Working condition	Frequency	Percentage
Strongly agree	38	38.0
Agree	42	42.0
Disagree	12	12.0
Strongly disagree	8	8.0
Total	100	100.0

Interpretation

The above table indicated that 38 of the respondent strongly agreed 42 of the respondent agreed 12 of the employees disagreed 8 of the employee strongly disagreed. From the study made the employee were highly satisfied with the working environment prevails in the organization.

TABLE - 5: 2

II. ORGANISATIONAL CLIMATE

Organizational climate	Frequency	Percentage
Strongly agree	30	30.0
Agree	54	54.0
Disagree	9	9.0
Strongly disagree	7	7.0
Total	100	100.0

Interpretation

The above table indicated that 30 of the respondent strongly agreed 54 of the respondent agreed 9 of the employees disagreed 7 of the employee strongly disagreed. From the analysis it is clearly denoted that organization climate is more supportive to the employees.

TABLE - 5: 4

IV. Morale

Morale	Frequency	Percentage
Strongly agree	30	30.0
Agree	49	49.0
Disagree	14	14.0
Strongly disagree	7	7.0
Total	100	100.0

Interpretation

The above table indicated that 30 of the respondent strongly agreed 49 of the respondent agreed 14 of the employees disagreed 7 of the employee strongly disagreed. From the percentage analysis we inferred that the ethical issues were followed in the organization.

VI. INDUSTRIAL RELATION

TABLE – 6 : 1

I. HUMAN RELATION

Human relation	Frequency	Percentage
strongly agree	42	42.0
Agree	24	24.0
Disagree	16	16.0
strongly disagree	18	18.0
Total	100	100.0

Interpretation

The above table indicated that 42 of the respondent strongly agreed 24 of the respondent agreed 16 of the employees disagreed 18 of the employee strongly disagreed. From the table we infer that the relationship between various departments is healthier which is agreed by many of the respondents in the organization.

WEIGHTED AVERAGE

The preceding tables have been analyzed through scoring analysis,
The opinions & scoring are given below

Strongly agree=5

Agree=4

Disagree=3

Strongly disagree=2

Neither agree nor disagree=1

Avg= Total scoring/ No. Of Respondents

Weighted average

Employee responsibility in organization

Table 7.1

Responsibility	Frequency	Percent	Scoring
strongly agree	56	56.0	224
Agree	24	24.0	72
Disagree	9	9.0	18
strongly disagree	11	11.0	11
Total	100	100.0	325

Avg= 3.6 (nearly to 4)

Interpretation:

Table infers that 80% of respondents were agree responsibilities of the organization and 11% strongly disagree and 9% disagreed with the statement. From the weighted average analysis it infers that nearly three fourth of the persons were satisfied with the responsibility in the organization.

Organizational climate

Table 7.2

Organizational climate	Frequency	Percent	Scoring
strongly agree	30	30.0	120
Agree	54	54.0	165
Disagree	9	9.0	16
strongly disagree	7	7.0	7
Total	100	100.0	

Avg= 3.08(exactly 3rd option)

Interpretation:

Table infers that 84% of respondents were agreed with the environmental factor and 7% are strongly disagree and 9% disagree the climate in the organization. From the weighted average analysis it infers that nearly three fourth of the persons were satisfied with the organizational climate.

Cross tabulation

Experience * responsibility

Table 8.1

Experience * responsibility Cross tabulation						
		strongly agree	agree	disagree	strongly disagree	Total
Experience	below 14	17	11	1	0	29
	14 – 18 year	4	10	1	2	17
	18 – 22 year	8	3	2	9	22
	Above & 22 year	27	0	5	0	32
	Total	56	24	9	11	100

Interpretation:

Among 100 respondents, most of the respondents (27) belong to above 22 year experience said that the responsibility given to them is commensurate with the authority, most of the respondents below the 14 years experience has strongly agreed the statement.

Experience * promotes

Table 8.2

		Experience * promotes Cross tabulation				
		strongly agree	Agree	disagree	strongly disagree	Total
Experience	below 14	13	4	8	4	29
	14 – 18 year	0	10	3	4	17
	18 – 22 year	0	9	2	11	22
	Above & 22 year	2	25	0	5	32
	Total	15	48	13	24	100

Interpretation:

Among 100 respondents, most of the respondents (25) belong to above 22 year experience said that the promotion given to them is correct. Next categories of respondents below experience of 14 years are strongly to the statement.

Experience * job satisfaction

Table 8.3

		Experience * job satisfaction Cross tabulation				
		Strongly agree	agree	disagree	Strongly disagree	Total
Experience	Below 14	17	10	2	0	29
	14 – 18 year	2	11	2	2	17
	18 – 22 year	8	3	9	2	22
	Above & 22 year	27	0	5	0	32
	Total	54	24	18	4	100

Interpretation:

Among 100 respondents, most of the respondents (27) belong to above 22 year experience said that they are satisfied with their jobs. Next to them the respondents below 14 years of experiences have strongly agreed.

FINDINGS

1. It is found out that most of the employees are stratified with the job security and wages paid. Only very few disagree and not stratified with job security and wage payment.
2. It is noted that more than 75% of the employees are satisfied with the job and therefore the company has taken steps in boosting up morale.
3. It is found out that more than 70% of the employees are providers of jobs they are in because they have a challenging job and naturally they develop job involvement.
4. It is clear that the company is providing promotion and growth opportunity and more over. The employees are recognized by the organization.
5. It is found out by analyzing the data that motivation occurred in the non financial category and therefore it is clear that the employees are given with self responsibility and authority.
6. By observation and enquiry it is very clear that the working condition and the organizational climate are highly stratified factors to the employee and it is further noted that the employees who disagree and strongly disagree are having some personal animosity toward the management.
7. It is found out the payment of salary, salary structure, increment, incentive and bonus are important money motivators and employees are highly stratified with the above motivators then all other factors.
8. It is seen that workers' participation in management is not encouraged by the management.

SUGGESTION AND RECOMMENDATION

The Following Suggestion made after analyzing the data findings

1. Steps should be taken to adopt the process of quality circle. It paves their way for more participation and involvement of employees in decision making process which helps to improve the quality of work life.
2. The survey indicates that most of the respondents are not stratified with HRD climate of the organization this has suggested the organization to maintain conducive HRD climate effectively which will help in improving the workers quality of work life.
3. Effort could be taken to improve the application of industrial psychology "It is mainly concerned wise human relation leadership style superior. Communication and participation management which could improve the quality of work life.
4. It is suggested that the workers must be allowed to participate in management policy and decision making process because this will encourage the employees feel very happy with the organisation and there will not be any difference opinion between management and employees.
5. It is strongly recommended that proper training and development program must be implemented and each and every one in the organization should get trained in modern developing technology.



Conclusion

6. CONCLUSION

Quality of work life is a systematic attempt in an organization to give workers a greater opportunity to do their job and contribution to bring in overall effectiveness. These efforts are not a substitute for good sound personal practices and policies however effective quality of work life can supplement other personal actions and provide improved employee motivation, stratification and productivity management, support and a long term prospective that are essential to any successful quality of work life effort.

In this context a study of the existing quality of work life in the organization has considerable significances. The present study has examined the perceived quality of work life across different work parameters, pay and stability of employment growth opportunities, nature of job environmental factors and participation. The perceived quality of work life has also been examined in the age level, educational qualification, experience and income. It may be concluded that overall quality of work life is good and inorder to reach betterment training programmers, quality inorder should be performed effectively.



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Annexure

A STUDY ON QUALITY OF WORK LIFE IN Maximum Suitings Ltd.,

I. Personnel data

1. Name :
2. Age :
3. Sex :
4. Marital status :
5. Department and designation :
6. Educational qualification :
7. Monthly income :
8. Experience - (1) Present
(2) Previous :
9. Family Back ground
 - i. Your place / position in your family
 - ii. No. of dependents in your family
 - iii. No of earning number in your family
 - iv. Total income of your family
 - v. It any of your family members in working in this organization give details

II. Parameters of Quality of Work Life

- SD = strongly disagree A = Agree
D = Disagree SA= strongly agree

I. Pay and Stability of Employment

	SA	A	DA	SD
1 The salary / wages provided is reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 The job is fully secured and stable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 My job gives me more stratification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

II Nature of Job

1 The job entrusted is full of challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 I am always involved in to my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 My job gives me better status in the org	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III Encouragement Factor

1 Enough opportunities for growth are provided	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 The performance of job has good reorganization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Employee motivation is sufficiently available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV Decision Making

- 1 The authority give to me is sufficient
- 2 Responsibility give to me is commensurate with the authority
- 3 I have enough freedom and authority to do my job
- 4 I have been given opportunity to take part in decision making process

V Environmental factor

- 1 The overall physical working condition is good
- 2 The overall climate condition is good and organization conductive
- 3 I will not quite the job even if I get better opportunity else where
- 4 My attitudes towards the management is good

VI Industrial relations

My relationship with others in the
organization is satisfactory