

**A STUDY ON QUALITY OF WORK LIFE OF
EMPLOYEES IN PENTAGON SWITCHGEAR**

By

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CERTIFICATE

This is to certify that **Ms. M.SUGUNYA (Roll No: 0720400050)**, a student of KCT Business School, Kumaraguru College of Technology, Coimbatore – 641 006, had undergone a project from January – 2009 to April – 2009 entitled “**A Study on Quality Of Work life & Employees**”.
During the tenure, her performance was **GOOD**.

For Pentagon Switchgear,

Chief Executive.



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BONAFIDE CERTIFICATE

Certified that this project report titled "A study on quality of work life of employees in Pentagon switch gear" is the bonafide work of Ms.M.SUGANYA (Reg No: 0720400050) who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form 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.

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DECLARATION

DECLARATION

I, hereby declare that this project report entitled " **A STUDY ON QUALITY OF WORK LIFE OF EMPLOYEES IN PENTAGON SWITCH GEAR**", has undertaken for academic purpose submitted to Anna University in partial fulfillment 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.Hemalini** faculty, KCT BS during the academic year 2007-2009.

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

M. Suganya.

Signature of the Candidate
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ABSTRACT

EXECUTIVE SUMMARY

This project work is done in "PENTAGON SWITCHGEAR" near Urumandampalayam, Coimbatore. About 750 employees are working in this organization out of which 335 are permanent. This project is under taken to study how the Quality of work life provided by the organization satisfies the requirements of the employees.

The various quality of work life taken for the study includes working environment, infrastructure, salary package, inter personal relationship with superiors and colleagues, leave status, welfare facilities, safety measures, health facilities, grievance handling, motivation etc.

The project centered on the different opinions of the employees on existing quality of work life and their future anticipation.

The pilot survey was done by taking 10 samples. Survey in 75 employees was done and the necessary data was collected by distributing questionnaires among them. Analysis of the data is done by using percentage analysis, chi-square and weighted average, rank and negative gap analysis.

The study help to know the satisfaction level of the employees and their expectations about the quality of work life offered. Personnel from the management also have given their opinion regarding the quality of work life provided. Based on the findings suitable suggestion were given.

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INTRODUCTION

INTRODUCTION:

1.1 HUMAN RESOURCES:

Human resource is a term with which many organizations describe the combination of traditionally administrative personnel functions with performance, Employee Relations and resource planning. The field draws upon concepts developed in Industrial/Organizational Psychology. Human resources have at least two related interpretations depending on context. The original usage derives from political economy and economics, where it was traditionally called labor, one of four factors of production. The more common usage within corporations and businesses refers to the individuals within the firm, and to the portion of the firm's organization that deals with hiring, firing, training, and other personnel issues. This article addresses both definitions.

The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner.

Human resource management serves these key functions:

1. Selection
2. Training and Development
3. Performance Evaluation and Management
4. Promotions
5. Redundancy
6. Industrial and Employee Relations
7. Record keeping of all personal data.

8. Compensation, pensions, bonuses etc in liaison with Payroll
9. Confidential advice to internal 'customers' in relation to problems at work.
10. Career development

Human resources

Modern analysis emphasizes that human beings are not "commodities" or "resources", but are creative and social beings that make class contributions beyond 'labor' to a society and to civilization. The broad term human capital has evolved to contain some of this complexity, and in micro-economics the term "firm-specific human capital" has come to represent a meaning of the term "human resources."

Advocating the central role of "human resources" or human capital in enterprises and societies has been a traditional role of Human Resource socialist parties, who claim that value is primarily created by their activity, and accordingly justify a larger claim of profits or relief from these enterprises or societies. Critics say this is just a bargaining tactic which grew out of various practices of medieval European guilds into the modern trade union and collective bargaining unit.

A contrary view, common to capitalist parties, is that it is the infrastructural capital and (what they call) intellectual capital owned and fused by "management" that provides most value in financial capital terms. This likewise justifies a bargaining position and a general view that "human resources" are interchangeable.

A sign of consensus on this latter point was the ISO 9000 series of standards which in its 1994 revision could be understood to require procedures or a "job description" of every participant in a productive enterprise. The 2000 revision of ISO 9001 in contrast requires identifying the processes, their sequence and interaction, and to define and communicate responsibilities and authorities. In general, heavily unionized nations such as France and Germany have adopted and encouraged such job descriptions especially within trade

good social welfare system facilitates labor mobility and tends to make the entire economy more productive, as labor can move from one enterprise to another with little controversy or difficulty in adapting.

An important controversy regarding labor mobility illustrates the broader philosophical issue with usage of the phrase "human resources": governments of developing nations often regard developed nations that encourage immigration or "guest workers" as appropriating human capital that is rightfully part of the developing nation and required to further its growth as a civilization. They argue that this appropriation is similar to colonial commodity fiat wherein a colonizing European power would define an arbitrary price for natural resources, extracting which diminished national natural capital.

The debate regarding "human resources" versus human capital thus in many ways echoes the debate regarding natural resources versus natural capital. Over time the United Nations have come to more generally support the developing nations' point of view, and have requested significant offsetting "foreign aid" contributions so that a developing nation losing human capital does not lose the capacity to continue to train new people in trades, professions, and the arts.

An extreme version of this view is that historical inequities such as African slavery must be compensated by current developed nations, which benefited from stolen "human resources" as they were developing. This is an extremely controversial view, but it echoes the general theme of converting human capital to "human resources" and thus greatly diminishing its value to the host society, i.e. "Africa", as it is put to narrow imitative use as "labor" in the using society.

In a series of reports of the UN Secretary-General to the General Assembly over the last decade [e.g. A/56/162 (2001)], a broad inter sect oral approach to developing human resourcefulness has been outlined as a priority for socio-economic development and particularly anti-poverty strategies. This calls for strategic and integrated public policies, for

example in education, health, and employment sectors that promote occupational skills, knowledge and performance enhancement.

In the very narrow context of corporate "human resources", there is a contrasting pull to reflect and require workplace diversity that echoes the diversity of a global customer base. Foreign language and culture skills, ingenuity, humor, and careful listening, are examples of traits that such programs typically require. It would appear that these evidence a general shift to the human capital point of view, and an acknowledgment that human beings do contribute much more to a productive enterprise than "work": they bring their character, their ethics, their creativity, their social connections, and in some cases even their pets and children, and alter the character of a workplace. The term corporate culture is used to characterize such processes.

The traditional but extremely narrow context of hiring, firing, and job description is considered a 20th century anachronism. Most corporate organizations that compete in the modern global economy have adopted a view of human capital that mirrors the modern consensus as above. Some of these, in turn, deprecate the term "human resources" as useless.

In general the abstractions of macro-economic treat it this way - as it characterizes no mechanisms to represent choice or ingenuity. So one interpretation is that "firm-specific human capital" as defined in macro-economics is the modern and correct definition of "human resources" - and that this is inadequate to represent the contributions of "human resources" in any modern theory of political economy.

Human Resource Development

In terms of recruitment and selection it is important to consider carrying out a thorough job analysis to determine the level of skills/technical abilities, competencies, flexibility of the employee required etc. At this point it is important to consider both the internal and external factors that can have an effect on the recruitment of employees. The external factors are that out-with the powers of the organization and include issues such as current and future trends of the labor market e.g. skills, education level, government investment into industries etc. On the other hand internal influences are easier to control, predict and monitor, for example management styles or even the organizational culture.

In order to know the business environment in which any organization operates, three major trends should be considered:

- Demographics – the characteristics of a population/workforce, for example, age, gender or social class. This type of trend may have an effect in relation to pension offerings, insurance packages etc.
- Diversity – the variation within the population/workplace. Changes in society now mean that a larger proportion of organizations are made up of "baby-boomers" or older employees in comparison to thirty years ago. Also, over recent years organizations have had to become more diverse in their employment practices to cope with the lower work ethic of the newer generations. The service industry for example, has embraced those "baby-boomers" desiring to reenter the workforce. Traditional advocates of "workplace diversity" simply advocate an employee base that is a mirror reflection of the make-up of society insofar as race, gender, sexual orientation, etc. These advocates focus on the social engineering theory without understanding the more important points: diversity of ideas to prevent stagnation of products and business development; expanding the customer base through "outreach"; and profit. Alarmists and advocates of social engineering theory cite a

indicator of the need for more diversity legislation. While such measures have a significant effect on the organization, they effect little or no real change in advancing diversity of ideas in the workplace. Anti-discrimination laws and regulations do require businesses to undertake a cost-benefit analysis. The result of this analysis is often to adopt an approach that generally recognizes gender, racial, and sexual orientation diversity as a cheaper alternative to fighting endless litigation. In summary, diversity, based on social engineering "is about creating a working culture that seeks, respects and values difference" without regard to how diversity increases productive and unity of effort.

- Skills and qualifications – as industries move from manual to more managerial professions so does the need for more highly skilled graduates. If the market is "tight" (i.e. not enough staff for the jobs), employers will have to compete for employees by offering financial rewards, community investment, etc.

In regard to how individuals respond to the changes in a labor market the following should be understood .

- Geographical spread – how far is the job from the individual? The distance to travel to work should be in line with the pay offered by the organization and the transportation and infrastructure of the area will also be an influencing factor in deciding who will apply for a post.
- Occupational structure – the norms and values of the different careers within an organization. Mahoney 1989 developed 3 different types of occupational structure namely craft (loyalty to the profession), organization career (promotion through the firm) and unstructured (lower/unskilled workers who work when needed).
- Generational difference –different age categories of employees have certain characteristics, for example their behavior and their expectations of the organization

While recruitment methods are wide and varied, it is important that the job is described correctly and that any personal specifications are stated. Job recruitment methods can be through job centers, employment agencies/ consultants, headhunting, and local/national newspapers. It is important that the correct media is chosen to ensure an appropriate response to the advertised post.

Modern concept of human resources

Though human resources have been part of business and organizations since the first days of agriculture, the modern concept of human resources began in reaction to the efficiency focus of Taylorism in the early 1900s. By 1920, psychologists and employment experts in the United States started the human relations movement, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable parts. This movement grew throughout the middle of the 20th century, placing emphasis on how leadership, cohesion, and loyalty played important roles in organizational success. Although this view was increasingly challenged by more quantitatively rigorous and less "soft" management techniques in the 1960s and beyond, human resources had gained a permanent role within an organization.

Human Resource Management

HRM is an activity of an organization conducts to use its human resource effectively. It includes supporting activities such as: recruiting, training, hiring, motivation programs and compensation-related activities. It also includes recruitment and selection of appropriate staff and management of the employment relationship, which includes contracts, collective bargaining, reward systems and employee involvement, and considers the strategic and operational view of human resource requirement.

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who

The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce.

Features

Its features include: Personnel administration, Personnel management, Manpower management and Industrial management. But these traditional expressions are becoming less common for the theoretical discipline. Sometimes even industrial relations and employee relations are confusingly listed as synonyms, although these normally refer to the relationship between management and workers and the behavior of workers in companies.

The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process.

HRM is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organizations.

Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions, Torrington and Hall (1987) define personnel management as being: "a series of activities which: first enable working people and their employing organizations to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled" (p. 49).

While Miller (1987) suggests that HRM relates to: ".....those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage" (p. 352).

Quality of Work Life

Quality of work life (QWL) is a multidimensional construct usually referring to overall satisfaction with working life and with work/life balance, a sense of belonging to a working group, a sense of becoming oneself, and a sense of being worthy and respectable. Programs of QWL usually deal with the work itself – its design and its requirements, the working environment, the decision-making processes and supervisory behavior, and the working conditions, including the work and non-work balance.

The managerial practices that are associated with QWL depart positively from those associated with lean management practices (Niepce et Mol leman, 1998). Based on the socio-technical systems design (Trist, 1981), managers do consider employees as human beings who have interests and dreams, motivations and expectations, strengths and weaknesses. In QWL organizations, work is meaningful, self-regulated, and usually done in a team arrangement. Its accomplishment also requires the use of complex skills.

Decision-making involves those who are affected by its implementation and those who have the knowledge, skills and experience. This generates a participative management culture which promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

In these types of organization, managers are concerned with the meaning of work for the employees and their working conditions. Morin (2003) has defined six factors that give meaning to work: the purpose of work, its moral correctness, autonomy, pleasure at work, recognition and positive relationships. When employees perceive these characteristics in their job, they tend to experience psychological well-being and effective commitment to the organization.

Organizational performance and quality of work life

Because of the primacy of financial success and QWL program costs, many managers tend to believe that it is quite difficult to achieve a high organizational performance while providing employees with a high quality of work life. May et al. (1999) examined 146 American enterprises during five years and found that, quite contrary to the layman's opinion, companies that have a high quality of work life achieved better profitability and growth than those that did not. In their longitudinal study, they also found that high QWL companies tend to attract highly talented employees and to become highly competitive. They concluded: "Financial performance cannot be sustained unless the non-financial underpinnings of employee satisfaction, innovation, productivity, product quality, customer service, and customer satisfaction are measured and improved."

According to Lloyd 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". It focuses on the problem of creating a human working environment where employees work cooperatively and achieve results collectively. QWL, as it is understood today, includes four essential elements:

- The programmer seeks to promote human dignity and growth
- Employees work collaboratively
- They determine work changes participative
- The programmers assume compatibility of people and organizational goals.



Quality of Work Life in short, refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.

Major Issues in Quality of Work Life (QWL)

The major factors that affect the quality of work life may be stated thus:

- a. **Pay:** QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm.
- b. **Benefits:** Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process. Apart from safe and healthy working conditions, they would love to have benefits of all kinds from the employer.
- c. **Job security:** Employees want to stability of employment. They do not like to be the victims of whimsical personnel policies and stay at the mercy of employers. The workplace should offer security of employment and the question of layoffs is opposed tooth and nail by all categories of employees these days.
- d. **Occupational stress:** Occupational mental health programmers dealing with stress are beginning to emerge as a new and important aspect of QWL programmers in recent years. Obviously, an individual suffering from an uncomfortable amount of job-related stress cannot enjoy a high quality of work life. To this end, the personnel managers have to be a conscious attempt to put employees on jobs that are best suited to their talents. All avenues must be kept open so that employees no only use their talents in the service of organizational goals, but also use such contributions for their career advancement. In other words, to reduce job related stress, the organization must ensure the best fit between employee capabilities and organizational requirements and thereby ensure continued development of people at all levels.

- e. **Work participation:** Employees have genuine hunger for participation in organizational issues affecting their lives. Naturally, they demand for more participation in the decision-making process at the workplace. They want more democratic employer-employee relationships. Personnel managers, therefore, must be sensitive to the internal sounds and sights of the corporate citizens who are voluntary members of the organization and provide for a less autocratic and more participative style of leadership.

- f. **Social integration:** According to Prof. Walton, the work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization. There should be equal treatment in the workplace.

- g. **Work and total life space:** A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not eat too much into a person's leisure time and family life.

Improving the QWL

QWL efforts generally try to instill in employees the feelings of security, equity, pride, ownership, autonomy, responsibility and flexibility. They try to treat employees in a fair and supportive way, to open up communication channels at all levels, to offer employees opportunities to participate in decisions affecting them, and to empower them to deliver results independently using their talents fully. In order to improve the quality of working life, the following things need to be strengthened:

- a. Employment conditions (safety, health, physical environment)
- b. Equitable rewards (pay, incentives, benefits, services)
- c. Job security
- d. Enhancing the self-esteem of people
- e. Participative climate and team spirit
- f. Training to employees, managers and supervisors so that they share the vision and culture of the organization.
- g. Autonomy to draw resources and deliver results
- h. Recognition for work done, followed by rewards so as to encourage commitment and belongingness
- i. Congenial worker-supervisor relations; offering proper feedback on results achieved
- j. Job redesign and job enrichment
- k. Open and transparent management style
- l. An atmosphere of trust and open communication

To be successful, QWL programmer must be planned thoroughly. The aspirations and attitudes of workers must be examined closely before launching any programmer. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and workers genuinely desire to progress on their own. Above all, supervisors and line managers must be adequately trained to interact with employees in a friendly and democratic manner.

1.2 REVIEW OF LITERATURE

Po-Keung (2009),¹ The aim of this paper is to construct a notion of well-being in the workplace applicable to Taiwan society as an example of the Chinese cultural communities. The construction involves the following steps. Different domains of the well-being in the workplace are identified based on the results of workplace research. A set of integrative values combining universal values and Chinese values is constructed to serve as the ground for constructing the components of workplace well-being. Both the universal portion and the Chinese portion have a generic and a workplace-specific portion as their integrative parts. The values in effect help to define specific contents of the components, thus making them relevant and applicable to the Chinese culture. The construct serves as the basis to develop specific indicators to measure, monitor and assess well-being in the workplace. The construct of workplace well-being forms a part of the general well-being in business which contains various well-beings associated with the multiple stakeholders in the business communities—customers, shareholders, citizens, competitors, communities, and the environment.

Bagaka's, Joshua G ², This research is about the stress and support model to examine the effects of frontline workers' background characteristics, personal stressors, job-related stressors, and workplace support on satisfaction with supervision. Method: Survey data were collected from 644 workers in 49 long-term—care settings that employed them. Regression analysis were used to determine the effects of worker level and then Hierarchical Linear Modeling (HLM) and organizational factors on the outcome. Results: Although all four variable categories made significant contributions to explaining satisfaction with supervision, the most powerful were personal stressors and job-related stressors. Results from HLM analysis showed frontline workers in nursing homes and those employed in for-profit organizations had lower levels of satisfaction with supervision. Discussion: Findings suggest organizational interventions to address workers' financial and health issues and management practices such as better training programs and peer mentoring could enhance workers' satisfaction with supervision.

¹ Po-Keung (2009), "Developing a Concept of Workplace Well-Being for Greater China" Social Indicators Research; Mar2009, Vol. 91 Issue 1, Pp: 59-77, 19 p, No.1 (Fall 2009).

² Bagaka's, Joshua G "Factors Affecting Frontline Workers' Satisfaction With Supervision".

Veronesi, James F ³, The article discusses the responsibility of leaders to provide a better work environment to avoid turnover of employees. It mentions that the major problem in providing a reasonable workplace is the needs and wants of workers. It notes that in achieving employee satisfaction on the workplace, the realm of employee engagement should be taken into consideration. Engagement is the level of desire for employees which will help the employer to attain organizational success. It states that strong employee satisfaction is being characterized by strong level of desire and strong engagement. It suggests that to measure the level of employee satisfaction, leaders must first measure the level of engagement employees through an engagement survey.

Simmons, Kathy(2009) ⁴,The article offers information on the ways on how to be happy and satisfied on one's work. According to the author, people must face the challenges in their work with high levels of maturity, plans, optimism, self-esteem, personal control and extroversion as well as maintain balance between personal life and work. In addition, the author notes that people must express his true self and take more time to reflect and understand one's contribution in his misery to address the complications and gain a happy working life.

Warr, Peter ⁵, Employment-related values were recorded at two levels of scope: perceived importance of the work-role and of particular job characteristics. Associations with workers' sex, age, employment status, and education level were significant. Work values also differed among countries with a different cultural heritage — historically catholic, historically communist, or historically protestant. Implications for research into job content and reactions and for evaluative judgments in the operation of traits, motives, and attitudes were considered

³ Veronesi, James F, "Is Your Workforce Engaged to Be Satisfied?", *Home Health Care Management & Practice*; Feb2009, Vol. 21 Issue 2, p124-126, 3p.

⁴ Simmons, Kathy, "How to be Happy at Work", *Contract Management*; Jan2009, Vol. 49 Issue 1, p14-16, 3p, 1 color, 1 bw (Fall 2009).

⁵ Warr, Peter, "Work values: Some demographic and cultural correlates", *Journal of Occupational & Organizational Psychology*; Dec2008, Vol. 81 Issue 4, p751-775, 25p, 7

Royuela, Vicente ⁶ , The European Union launched the Lisbon Strategy in 2000 with the aim of establishing itself as the world's most powerful economy. The importance of job quality has returned to the top of the European employment and social policy agenda. As targets are set, significant progress has been made in the creation of indicators. In this study, we compute a composite index for quality of work life using the dimensional structure provided by the European Commission, and present our results for regions, sectors, professional categories and sizes of firm in Spain in the period 2001–2004. We find that better results are found in the more developed regions, in service sectors, in bigger firms and in jobs with more responsibility. Finally, we compare the results of the index with workers' subjective perceptions of job satisfaction, measured by a quality of work life survey. The test results reveal a strong relationship between the two measurements.

Skinner, Natalie ⁷ , Work time in the form of long hours or control over work scheduling (flexibility) dominates much of the debate, and organisational policies and interventions, around sustaining a healthy work—life relationship. In this study we challenge this assumption, and argue instead for the importance of the quantity of work (work overload). Using data collected in a national Australian study, we found that work overload was the strongest predictor of full-time employees' work—life conflict. Work hours, their fit with preferences, and control over work scheduling also demonstrated small to moderate associations with work—life conflict. This study indicates that time—based work—life policies, procedures and interventions are necessary, but not sufficient, for addressing work—life conflict. Effective management of work overload, with its potential to contribute to emotional strain/exhaustion and long work hours, should be considered as a keystone strategy to support a healthy work—life relationship

⁶ Royuela, Vicente, "Results of a Quality of Work Life Index in Spain. A Comparison of Survey Results and Aggregate Social Indicators", *Social Indicators Research*; Jan2009, Vol. 90 Issue 2, p225-241, 17p.

⁷ Skinner, Natalie, "Work-life conflict: Is work time or work overload more important?", *Asia Pacific Journal of Human Resources*; Dec2008, Vol. 46 Issue 3, p303-315, 13p.

Haar, Jarrod ⁸ , The article introduces a special issue of the journal based on a Work-Life Workshop hosted by the Australian Centre for Research in Employment and Work (ACREW) held in December of 2007 in Melbourne, Australia. Some of the papers presented at the workshop include "The Ability of Work-Life Balance Policies to Influence Key Social/Organisational Issues," "Positive Spillover From Work-Family Interface: A Study of Australian Employees," and "Returning Too Soon? Australian Mothers' Satisfaction with Maternity Leave Duration.

Chen, Zheng ⁹ , This study adopted a person-environment fit approach to examine whether greater congruence between employees' preferences for segmenting their work domain from their family domain (i.e., keeping work matters at work) and what their employers' work environment allowed would be associated with lower work-to-family conflict and higher work-to-family positive spillover. Different facets of work-to-family conflict (time-based and strain-based) and positive spillover (affective and instrumental) were examined. According to latent congruence modeling of survey data from 528 management employees, congruence was negatively related to both time-based and strain-based work-to-family conflict and positively related to work-to-family instrumental positive spillover as expected. However, contrary to expectations, congruence was negatively related to work-to-family affective positive spillover. Implications for how boundary management processes may affect both positive and negative experiences of the work-family interface are discussed

⁸ Haar, Jarrod, "Work-life in Australasia", *Asia Pacific Journal of Human Resources*; Dec2008, Vol. 46 Issue 3, p258-260, 3p.

⁹Chen, Zheng, "Work-to-family conflict, positive spillover, and boundary management: a person-environment fit approach", *Journal of Vocational Behavior*; Feb2009, Vol. 74 Issue 1, p82-93, 12p.

Cooper, Cary L.¹⁰ , The article presents an overview of the founding principles and focus of the periodical "Journal of Organizational Behavior", which was founded in 1980 and was first called the "Journal of Occupational Behavior". A discussion of topics, including the quality of work life and corporate culture, which were featured in early issues of the periodical, and of changes which were seen in the periodical's format and subject matter over the course of several years, is presented. Changes which have been seen in the study of organizational behavior since the periodical's introduction are discussed.

Rosser, Vicki J.¹¹ , Despite the importance of faculty retention, there is little understanding of how demographic variables, professional and institutional worklife issues, and satisfaction interact to explain faculty intentions to leave at a national level. Using the National Study of Postsecondary Faculty (NSOPF:1999) database, this study proposes (a) to extend our previous conceptualization and understanding of those issues that comprise the dimensions of faculty worklife, satisfaction, and intentions to leave, (b) to examine relationships between these three dimensions, and (c) to determine the extent to which demographic variables and the quality of worklife have an impact on satisfaction, and faculty members' intentions to leave. Using structural equation modeling, the findings indicate that the perceptions faculty members have of their worklife have a direct and powerful impact on their satisfaction, and subsequently their intentions to leave. That is, a combination of worklife perceptions of faculty members' professional and institutional issues and satisfaction initiates individuals' behavioral intentions and the desire to leave for another position and/or career alternative.

¹⁰ Cooper, Cary L, "The transition from the quality of working life to organizational behavior: the first two decades", *Journal of Organizational Behavior*; Jan2009, Vol. 30 Issue 1, p3-8, 6p.

Kirby, Erika.L, Harter, Lynn M ¹² , Focuses on the ideological dimensions of the metaphor of managing diversity, including its restrictive and detrimental consequences. Similarities between the goals of diversity training programs and quality of work life initiatives; Character of the managerial metaphor; Reason for the emergence of the managerial metaphor of diversity training.

Maccoby, Michael ¹³ , Highlights the quality of life program adopted by the American Telephone and Telegraph and the Communications Workers of America designed to continue after divestiture. Role of company managers in implementing the programs; Challenges involved in the quality of life programs.

Fuller, Stephen H ¹⁴ , Describes quality of worklife projects at auto maker General Motors Corp. Examples of approaches applied at existing and new plants; Considerations underlying quality of worklife initiatives; Emphasis on employee-management communications; Two factors having significant impact on the future of quality of worklife programs.

Bluestone, Irving ¹⁵ , Describes quality of worklife programs in the United Auto Workers and General Motors Corp. bargaining units. Establishment of a National Joint Committee to Improve the Quality of Worklife; Effect on the adversarial collective bargaining system; Mutually desirable objectives.

¹² Kirby, Erika.L, Harter, Lynn M, "Discourses of Diversity and the Quality of Work Life: The Character and Costs of the Managerial Metaphor" , Management Communication Quarterly; Aug2001, Vol. 15 Issue 1, p121, 7p

¹³ Maccoby, Michael, "Helping labor and management set up a quality-of-worklife program" , Monthly Labor Review; Mar84, Vol. 107 Issue 3, p28, 5p

¹⁴ Fuller, Stephen H, "How quality-of-worklife projects work for General Motors", Monthly Labor Review; Jul80, Vol. 103 Issue 7, p37, 3p.

¹⁵ Bluestone, Irving, "How quality-of-worklife projects work for the United Auto Workers"

1.3 OBJECTIVE OF THE STUDY

- ❖ To study the factors influencing the quality of work life.
- ❖ To ascertain the level of satisfaction about the working environment.
- ❖ To evaluate the attributes of social integration of the company.
- ❖ Suggest suitable measures for maintaining and improving the quality of work life.

1.4 SCOPE OF THE STUDY

- ❖ To identify the quality of work life of the employees
- ❖ To retain the quality of the product, machineries and employees.
- ❖ To know the present working condition of the employees after shifting the company to new location.
- ❖ To identify the facilities provided by the company is sufficient, and employee involvement and other factors to be improved.

1.5 RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define research as scientific and systematic search for patient information on a specific topic. In fact research is an art of science investigation.

Research can define as” a careful investigation or inquiry especially through search for new facts .in any branch of knowledge. ”

Size of population:

The population of the company is 750 employees.

Sample size:

The sample size of this study is 75. The sample size is taken as 10% of the total population

Period of study:

The study is carried out for the period of 3 months.

Research design:

The study is designed as descriptive research method. The primary data was collected through Interview.

Sampling design:

The sampling technique used for this study is simple random sampling.

Area of study

The study was carried out at PENTAGON SWITCH GEAR, Coimbatore.

Collection of data

Data collection is through Primary data and Secondary data.

Primary data:

The primary data are those data which are collected freshly for the first time and they are original in character. There are several methods of primary data collection. The questionnaire and personal interview was preferred in this research problem over other methods.

Secondary data:

The secondary data are those data which have been already collected by someone else and which have been already passed through the statistical process. The various sources from which the data can be obtained are from reports of the company.

Statistical tools used:

The collected data were analyzed with reference to each of the specific objectives of the study and the following statistical tools were used in the study.

- a. Chi- Square test.
- b. Weighted average.
- c. Rank test.
- d. Negative gap analysis.
- e. Simple percentage analysis.

1.6 LIMITATION OF THE STUDY

- There is a chance of personal bias and prejudices, which may lead to wrong information.
- The study was restricted to PENTAGON SWITCH GEAR alone. Therefore the findings of the study cannot be applied to any other factory of PENTAGON SWITCH GEAR or to any other organization.
- The workers were reluctant to answer few questions because of the fear of future consequences.

1.7 CHAPTERIZATION OF THE STUDY

CHAPTER 1: Introduction

The first chapter deals with the background, objectives, scope of the study, methodology used in data collection, limitations of the study and brief introduction of all the chapter.

CHAPTER 2: Organization Profile

Organization profile includes details on the history of the organization, management and organization structure, product profile and market potential, competitive strength of the company.

CHAPTER 3: Data analysis and Interpretation

This chapter consists of the analysis of the data collected from the company.

CHAPTER 4: Conclusion

This chapter deals with the findings of the study and the suggestions given to improve the defects of the current system of welfare measures.

**MAIN THEME OF THE
PROJECT**

ORGANISATION PROFILE

2.1 HISTORY OF THE ORGANISATION

PENTAGON SWITCHGEAR, established in the year 1995, offers quality and reliable products to the utilities and various Industries. The company endeavor for excellence in the Electrical Industry through stringent quality measures, latest technology and effective processes.

PENTAGON SWITCHGEAR has been established by top notch engineering professionals having nearly 15 to 25 years of experience in Switchgears, who are experts in design, manufacturing, marketing, quality control and after sales service.

PENTAGON SWITCHGEAR, always aims at Customer delight by exceeding the expectations of their Customer, by adopting state of the art technology, strict process measures, effective training and motivation of their employees.

COMPANY VISION

To become leading Switchgear Company, globally known for its capabilities to offer best designs and engineering solutions.

2.2 RANGE OF PRODUCTS OFFERED:

- ↓ LOAD BREAK SWITCHES (OPEN EXECUTION) up to 36KV/630A/26.3KA in triple pole and motorized versions.
- ↓ OFF LOAD ISOLATORS (OPEN EXECUTION) up to 36KV/630A/26.3KA in single pole/triple polo and motorized versions.
- ↓ LOAD BREAK SWITCH PANELS – Indoor/Outdoor/RMU's
- ↓ OFF LOAD ISOLATOR PANELS - Indoor/Outdoor
- ↓ 33KV Porcelain Clad VCB : 33KV, 1250A, 25KA

SUPPLIERS ARE:

- ↓ M/s. Bharat electronics Limited, (Govt. of India Enterprises, Ministry of Defense)
Jalahalli Post, Bangalore – 560013
- ↓ M/s.RABCO, No:25, 27th Cross, Huriopet, RT street, Bangalore – 560053
- ↓ M/s.Suriya Equipments, Chinnavedampatty, Coimbatore – 641006
- ↓ M/s.Cooper Bussmann India Pvt. Ltd, E.V.R Street, Sedarapet, Pondichery – 605111
- ↓ M/s.Instrans Engineering & manufacturing Pvt. Ltd, Plot No: 7, Sadaramangala
Industria Centre, K.A Road, Near Safed Pool, Sasinaka, Mumbai – 400072
- ↓ M/s. JVS ELECTRONICS PVT. LTD, No.331,9th Cross, 4th Phase, Peenya ind area,
Bangalore – 560058
- ↓ M/s. Indus Transformers & Devices P.Ltd, No:111/125, Peringandoor (po), Thrissur,
Kerala - 680581

CUSTOMERA ARE:

- ↓ APSEB and Major Electrical Contractors in AP supplied through M/S.Kansas
Engineers and Consultants, Hyderabad.
- ↓ Various industrial Clients in and around New Delhi Supplied through M/S. EI-Fab
Engineers Pvt. Ltd, New Delhi.
- ↓ VCB's Supplied to M/S. Perfect Trading Corp., Nagpur.
- ↓ M/s. RSI Switchgear (p) Ltd, Gurgaon.
- ↓ M/s. Energy capacitors P. Ltd, Mumbai.
- ↓ M/s. Onload Gears, Chennai.
- ↓ M/s.PETE Transformers P.ltd, Hyderabad.

2.3 QUALITY OBJECTIVES:

- ✚ Achieving 100% Customer Satisfaction.
- ✚ Achieving 100% on time delivery.
- ✚ Achieving 'ZERO' Customer Complaints.

QUALITY MANAGEMENT SYSTEM (QMS):

PENTAGON SWITCHGEAR has continually strived to meet international standards in quality for all its products & processes. PENTAGON SWITCHGEAR is an ISO 9001:2000 company since 2006, has been certified for QS 9000 since December 2006 The Company has also been accredited with ISO – 14001 in July 2008 to ensure that all environmental aspects fits processes are covered.

QUALITY POLICY:

PENTAGON SWITCHGEAR will provide value and satisfaction to customers on products and services. This will be achieved through

- (a) Systematic training and motivation of employees.
- (b) Complying with customer requirements and applicable statutory/ regulatory requirements.
- (c) Continually improving the efficiency and effectiveness of the quality Managements Systems.

PENTAGON SWITCHGEAR provides products always aim "CUSTOMER DELIGHT" by exceeding the expectation of their need by adopting state of the technology, strict process measures, effective training and motivation of their employees.

TPM POLICY:

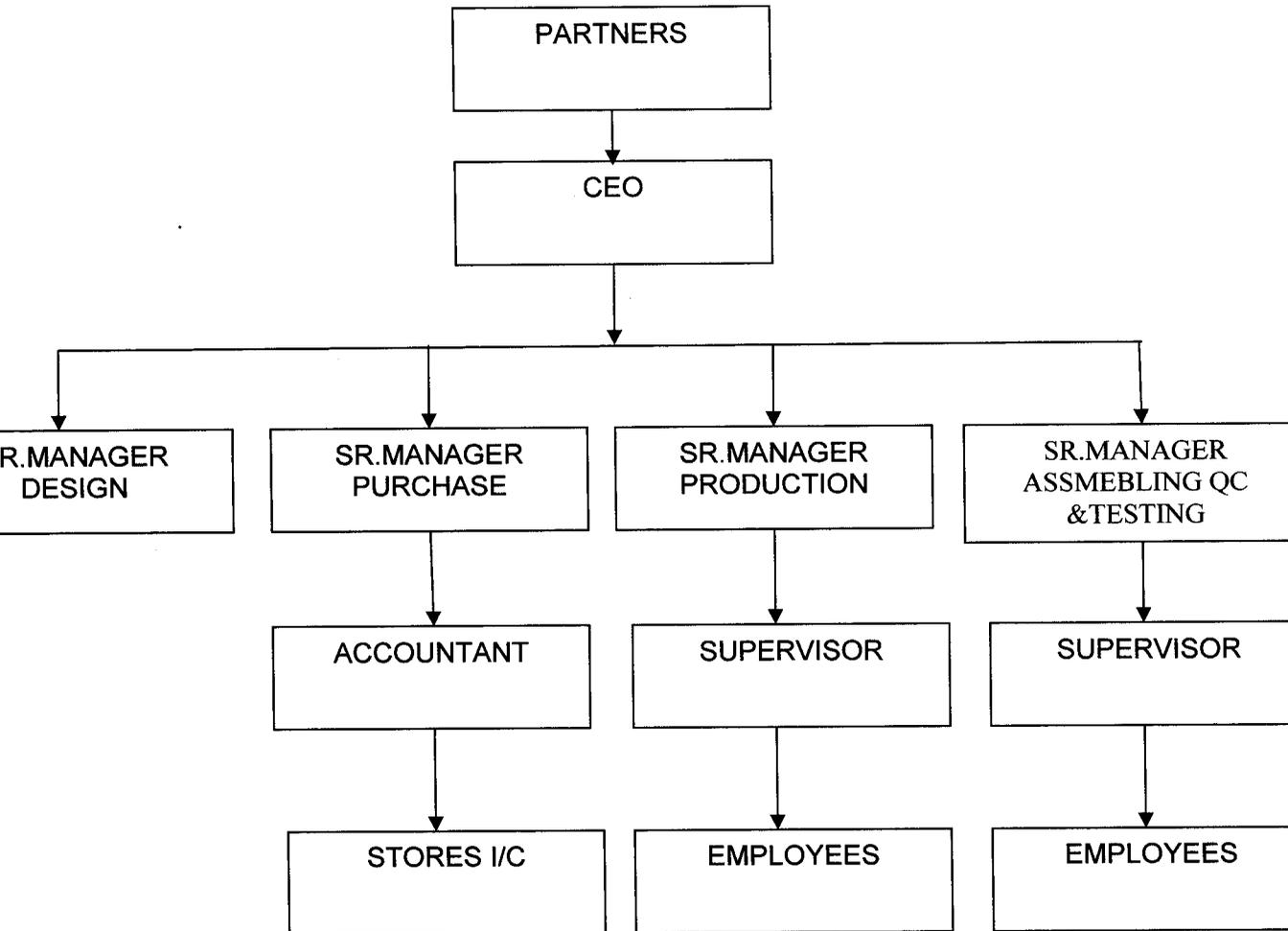
Establish an excellent total productive manufacturing system with total involvement of all employees to achieve utilization of all resources.

EMS Policy (Environment Management System):

PENTAGON SWITCHGEAR shall be a responsible corporate citizen in all its business operations and systems to safeguard the health and well being of people and environment. This shall be achieved through its occupational Safety, Health and Environment (SHE) policy and objectives with Total Employee Involvement (TEI):

1. **Safety:** Achieve zero accidents through eternal vigilance, technology, employee education, motivation, participation and prevent loss of precious resources of people, machines and materials.
2. **Health:** Promote Employee Welfare and Quality of Work Life (EW & QWL) to achieve the physical, emotional, mental and spiritual health in their personal and professional lives through education and habit formation.
3. **Environment:** Carry out eco-friendly manufacturing and management practices that will comply with environmental legislation / regulations, minimize wastes and create environment preservation awareness amongst employees and the community.

2.4 ORGANISATION CHART



Business with India has been in the service of Switchgear Industry for more than seven years. The scope of providing consultancy services ranges from recommending Agents, Distributors, Joint Venture Partners, OEM Customers & Placement services. The innovative idea of providing such comprehensive services under one roof makes it extremely attractive, viable, cost effective & easy for companies wanting to start or increase business with India.

The Indian LV and MV Switchgear market growth was at 14.1 percent in 2008 as compared to 20.7 percent in 2007. Given the current economic situation and financial crisis, market growth is expected to comparatively slow down in 2009. However, the market post 2009 is expected to pick up driven by demand from the utilities, infrastructure, industrial, residential and commercial user segments. Frost & Sullivan estimates the market to grow at a CAGR 14.2 percent between 2009 and 2015. Frost & Sullivan's Abhishek Gokhale, Industry Analyst, offers insight into market and product trends with specific analysis of the LV and MV Switchgear Market in India

LV and MV switchgear market in India is a high volume and low margin business, with a large base of small and medium scale manufacturers / suppliers. The market has witnessed robust growth over the last 2-3 years, leading to robust opportunities for market participants; hence the level of competition has increased. Through this briefing, we shall present a snapshot of market analysis, product and technology trends, and market segmentation by product categories and future opportunities for the Indian LV and MV Switchgear Market. The briefing, besides discussing emerging trends and providing forecasts, shall also cover industry challenges, market drivers and restraints and their likely impact on the growth of the Indian LV and MV Switchgear Market going forward.

Pentagon Switchgear offers outdoor vacuum circuit breaker kiosk that can be directly installed on a plinth. The power supply can be taken either through roof bushings or cable box or a combination of roof bushing and cable box. The CTs/PTs and relays are in-built in the metal enclosure.

Earthing (options): earthing through a draw-out earthing truck with solid links on the bus bar/feeder side; integral earthing switch, slow closing type or with making capacity; interlocks inter-locks are provided such that breaker closing is prevented in the intermediate position between service and test/isolated positions; mechanical interlocks to prevent truck racking in/out when breaker is in closed position; breaker can be inserted only when the control plug and socket are in position; control plug and socket can be removed only in isolated position; and mechanical castle interlock with upstream/downstream isolators can be provided on request.

In general, switchgear has a proven record of reliability and performance. Failures are rare but, where they occur, the results may be catastrophic. Tanks may rupture and, with oil-filled switchgear, this can result in burning oil and gas clouds, causing death or serious injury and major damage to plant and buildings in the vicinity. Failures of switchgear can also result in serious financial losses. The use of modern switchgear containing sulphur hexafluoride gas and/or vacuum has removed the hazard of burning oil but inevitably has introduced other risks that need to be managed. Accident experience has shown that failure usually occurs at, or shortly after, operation of the equipment. How switchgear is operated, its condition and the circumstances existing in the electrical network at the time of operation, can affect its ability to perform safely.

The Infrastructure

The success is mainly due to state-of-the-art infrastructure base which comprises of modern and updated manufacturing units. This unit is located over a total plot area of 16000 sq. ft. and has an installed capacity of 750 units per months. This unit is well-maintained and equipped with necessary machines and allied tools which enable our manpower to undertake significant manufacturing activities.

Some of the machines and other tools made available in this unit are:

- Lathes machine
- Drilling machine
- Power press
- CO2/Arc Welding machine
- Grinding machine
- CNC Hydraulic Bending Machine
- CNC Hydraulic Shearing Machine
- Power hacksaw
- Band Saw machine.
- Milling Machines.
- Shaping machine.
- Semi Automat GEE DEE Weilers etc..

Further instead of, we possess in-house designing section where sophisticated switchgears are developed on latest designs by proficiently utilizing latest CAD/CAM facilities. We have sufficient facilities for our various departments such as marketing, purchase, production, finance, quality control and sales & service.

Research and Development

They have maintained an advanced R&D wing in our organization which is manned by expert engineers who are well-versed with serious research works. This section and our R&D experts have made us keep ourselves abreast with technological advancements in our industry. We have advantage on a number of aspects over our competitors due to the consistent efforts of our R&D experts. They work in close coordination with production engineers and allied professionals in order to suggest them on redefining existing production procedure. They provide their valuable advices on proficient incorporation of new technology in the production line that has resulted in diversifying our range of switchgear products.

Further,we always heed on developmental issues of this section in terms of researching facilities which should be upgraded and modern. Our R&D experts have facilitated minimization of loss of material of construction and proficient use of available resources which has benefited us to great extent. On the basis of output of their genuine research works, we are much ahead of our competitors in terms of high quality products and ISO certification for them.

Team of Experts

They have maintained a viable team of professionals who have years of profound experience in the industry. They are dedicated to their responsibilities and strive to achieve organizational goals. This team comprises of various technocrats such as production engineers, products designers and quality inspectors who are sufficiently backed by skilled workforce. Allied technicians provide their valuable assistance to product engineers throughout the production line.

Further,the product designers endeavor to develop more feasible designs of the entire range of our precision engineered switchgears that meet industrial requirements of our clients. In this work, they are helped by dexterous researchers who work hard on their part to provide their suggestions. Moreover, business managers, marketing & sales personnel and allied professionals have enabled us to expand our business activities over a very short span of time through their innovativeness and profound understanding of the industry. Moreover, we provide regular skill development training to our manpower in order to enhance their knowledge and capabilities.

ANALYSIS AND INTERPRETATION

SIMPLE PERCENTAGE ANALYSIS:

In the calculation of percentage, the figure is taken as base and is represented by 100. The other figure is expressed as ratio of the base. This method is applied for the study.

No. of Respondents

Percentage = ----- x 100

Total No. of Respondents

TABLE- 1
DISTRIBUTION OF RESPONDENT ACCORDING TO GENDER

Gender	No. of Respondents	Percentage
Male	64	85.33
Female	11	14.67
Total	75	100

INTERPRETATION:

It is observed from the table no - 1 that out of the total number of respondents taken for the study, 85.33% of the respondents are male and 14.67 % of the respondents are female.

It is known from the above table that 85.33% are male respondents, mostly men are engaged in this organization because of many technical work.

TABLE- 2
DISTRIBUTION OF RESPONDENT ACCORDING TO AGE

Age (yrs)	No. of Respondents	Percentage
Less than 20	3	4
21-30	12	16
31-40	23	30.67
41-50	27	36
Greater than 50	10	13.33
Total	75	100

INTERPRETATION:

It is inferred from the table - 2 that out of the total number of respondents taken for the study, 4 % of the respondents are less than 20 years, 16% of the respondents are in the age group of 21-30 years, 30.67 %of the respondents are in the age group of 31-40 years, 36% of the respondents are in the age group of 41-50 and 13.33% of the respondents are above 50 years in the company.

It is found from the table that 36% are in the age group of 41-50 years because of good working condition and facilities offered and satisfaction to work in the same organization.

CHART- 2

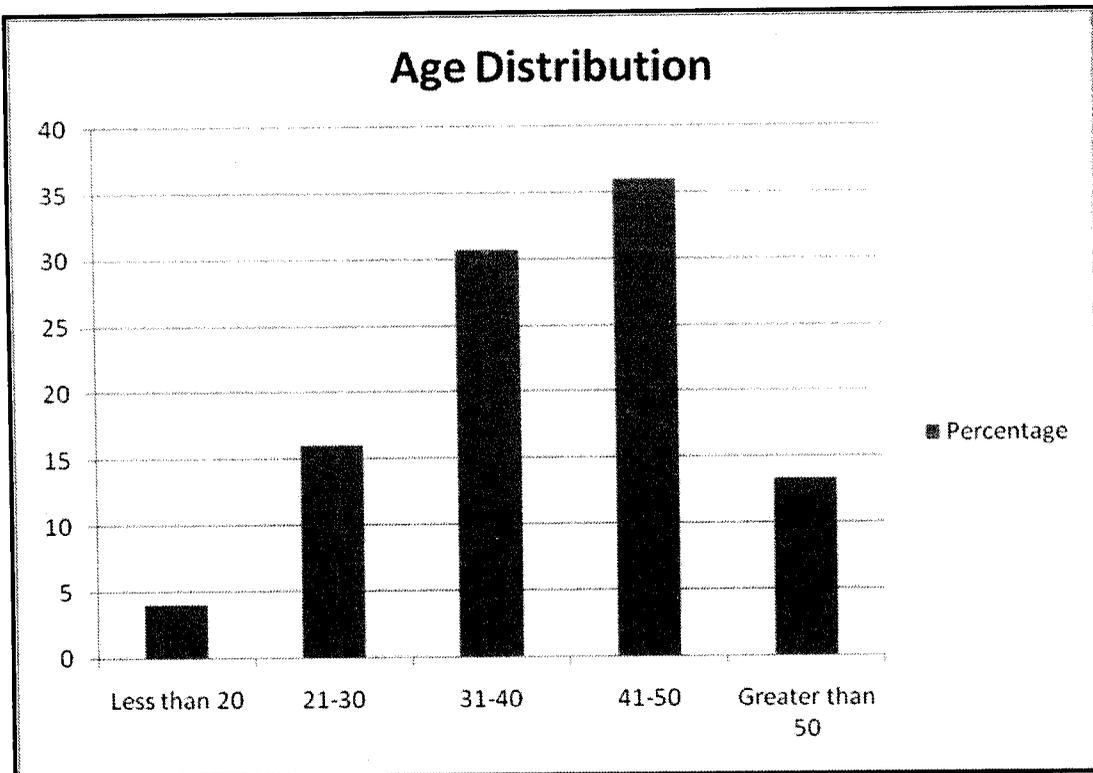


TABLE- 3
DISTRIBUTION OF RESPONDENT ACCORDING TO
WORK EXPERIENCE IN THE COMPANY

Experience in the Company(Yrs)	No. of Respondents	Percentage
1 – 5 years	25	33.33
6 – 10 years	32	42.67
11 -15 years	18	24
16 – 20 years	0	0
Total	75	100

INTERPRETATION:

It is inferred from the table no - 3 that out of the total number of respondents taken for the study, 33.33 % of the respondents are having 1-5 years experience in this company, 42.67% of the respondents are having 6-10 years of experience in this company, 24 %of the respondents are having 11-15 year experience in this company.

It is known from the table most of the respondents are well experienced, more than 5 years and are well trained workers.

CHART- 3

Experience in the company

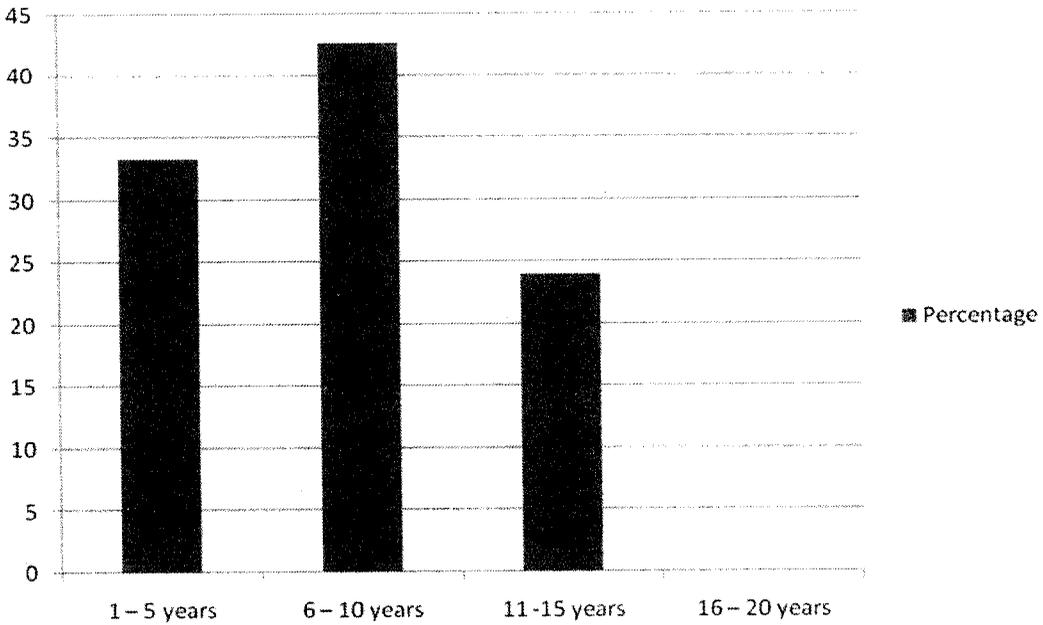


TABLE- 4
DISTRIBUTION OF RESPONDENT ACCORDING TO
DESIGNATION IN THE COMPANY

Designation	No. of Respondents	Percentage
Engineer	9	12
Quality controller	7	9.33
Supervisor	8	10.67
Fitter	12	16
worker	39	52
Total	75	100

INTERPRETATION:

It is inferred from the table no - 4 that out of the total number of respondents taken for the study, 12% of the respondents are engineer, 9.33% of the respondent are Quality controller, 10.67 %of the respondents are supervisor, 16 % of the respondents are fitters,52 %of the respondents are workers in this company.

It is clear from the above table 52% are workers and mostly they are engaged in the processing work.

CHART- 4

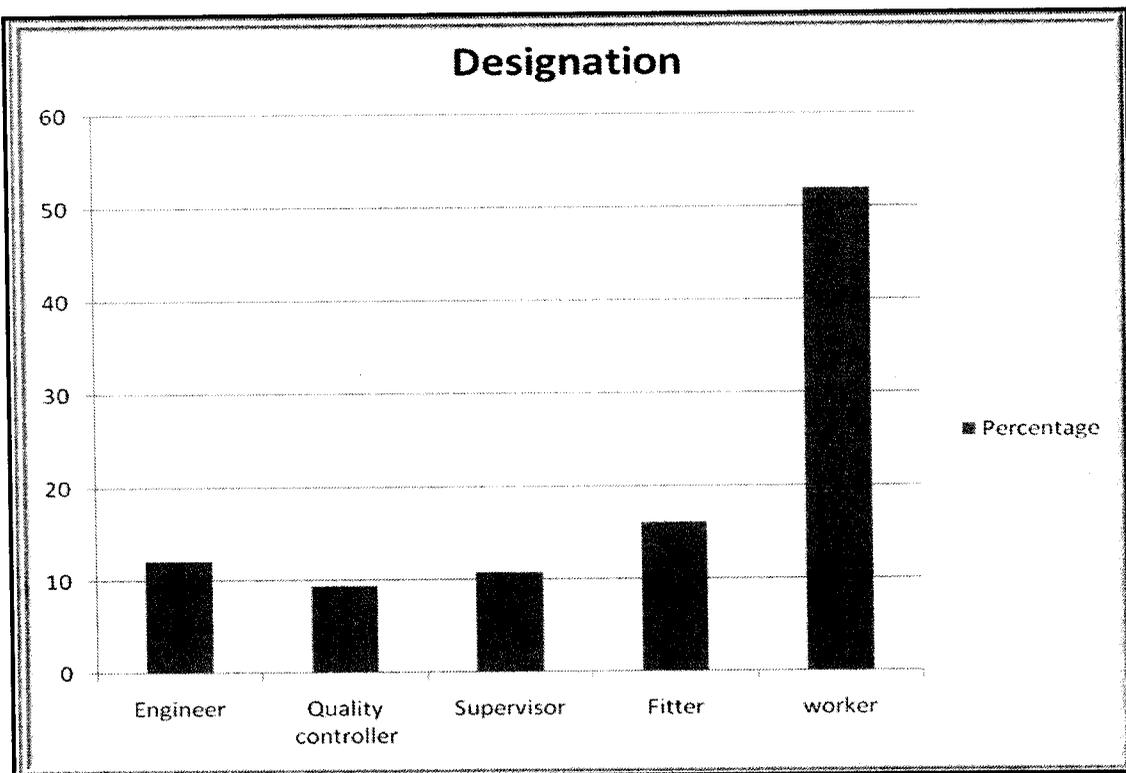


TABLE - 5
OPINION ABOUT WORKING ENVIRONMENT

Working Environment	No. of Respondents	Percentage
Highly satisfied	20	26.7
Satisfied	21	28
Neutral	16	21.3
Dissatisfied	14	18.7
Highly Dissatisfied	4	5.3
Total	75	100

INTERPRETATION:

It is clear from the table no - 5 that out of 75 number of respondents taken for study, 26.7 % of the respondents are Highly satisfied, 28 % of the respondents are satisfied, 21.3 % of the respondents are neutral, 18.7 % of the respondents are dissatisfied and 5.3 % of the respondents are Highly dissatisfied with the working environment of employees.

It is known from the above table that most of the respondents are satisfied with the working environment because of good organization climate and culture.

CHART- 5

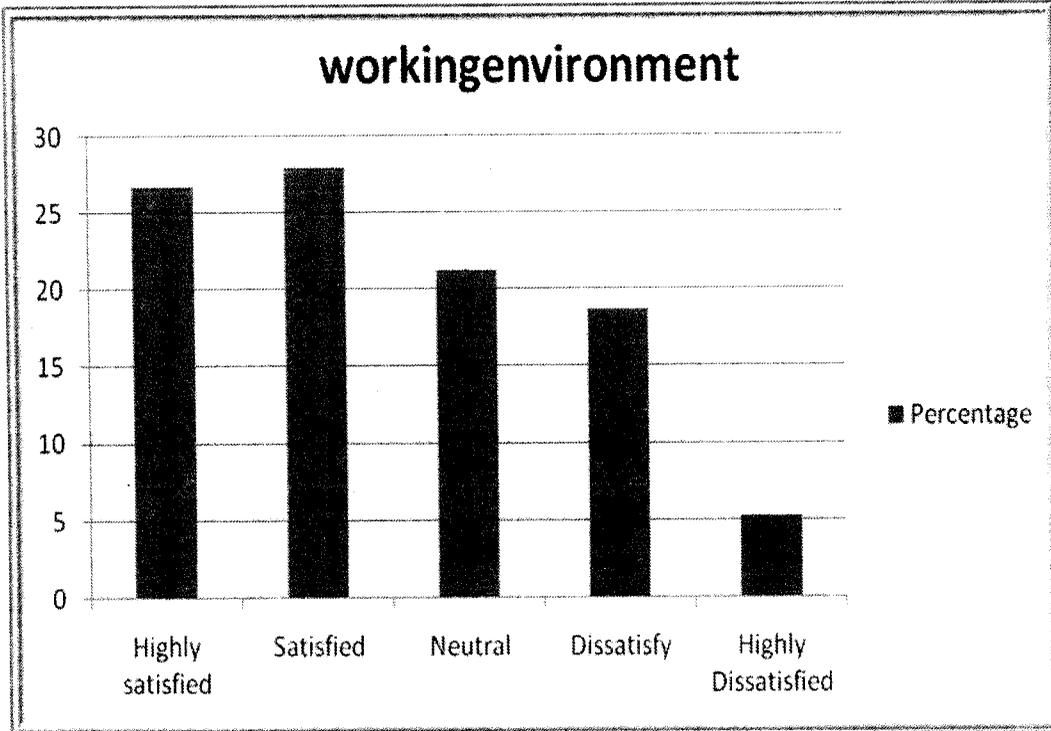


TABLE- 6
OPINION ABOUT INFRASTRUCTURE

Infrastructure	No. of Respondents	Percentage
Highly satisfied	20	26.67
Satisfied	21	28
Neutral	16	21.33
Dissatisfied	14	18.67
Highly Dissatisfied	4	5.33
Total	75	100

INTERPRETATION:

It is clear from the table no - 6 that out of 75 number of respondents taken for study, 26.67% of the respondents are Highly satisfied, 28 % of the respondents are satisfied, 21.33% of the respondents are neutral, 18.67 % of the respondents are dissatisfied and 5.33 % of the respondents are Highly dissatisfied with the infrastructure.

It is known from the above table that 28% of the respondents are satisfied with the infrastructure provided by the company and it is known that good working condition is existing in the organization.

CHART- 6

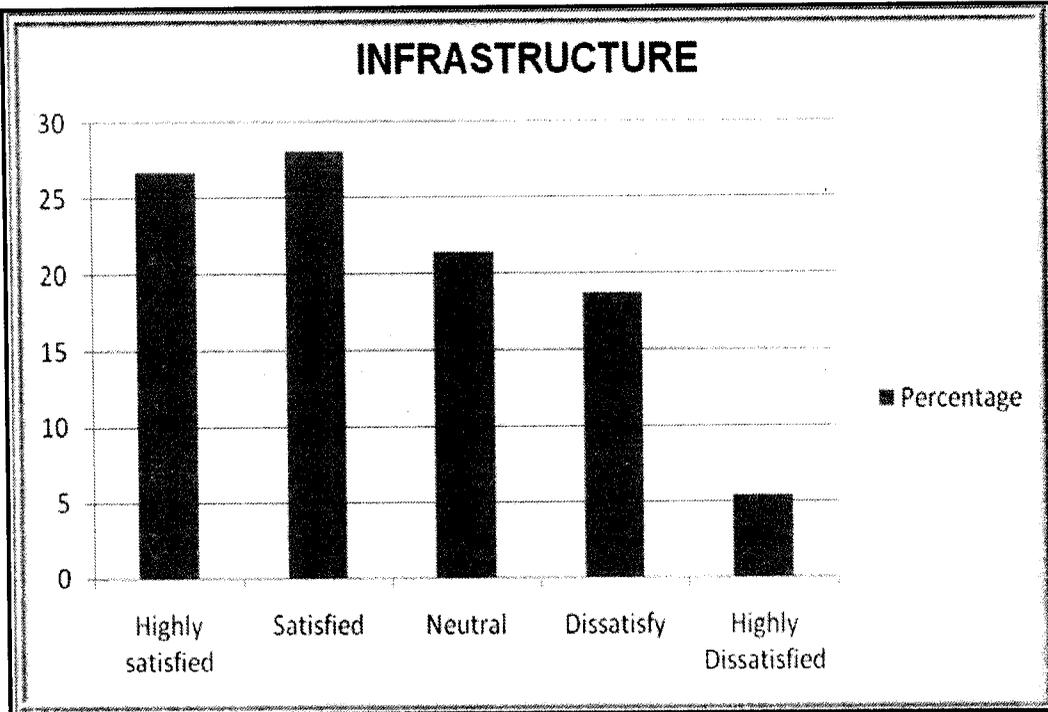


TABLE- 7**OPINION ABOUT INTER PERSONAL RELATIONSHIP WITH THE COLLEAGUES**

Relationship with the colleagues	No. of Respondents	Percentage
Highly satisfied	26	34.67
Satisfied	23	30.67
Neutral	14	18.67
Dissatisfied	7	9.33
Highly Dissatisfied	5	6.67
Total	75	100

INTERPRETATION:

It is clear from the table no - 7 that out of 75 number of respondents taken for study, 34.67 % of the respondents are Highly satisfied, 30.67 % of the respondents are satisfied, 18.67 % of the respondents are neutral, 9.33 % of the respondents are dissatisfied and 6.67 % of the respondents are Highly dissatisfied with the inter personal relationship with the colleagues.

It is found from the above table that most of the respondents are highly satisfied with the inter personal relationship with the colleagues as they are very encouraging and they provide new ideas and suggestions to improve in their carriers.

CHART - 7

RELATIONSHIP WITH THE COLLEAGUES

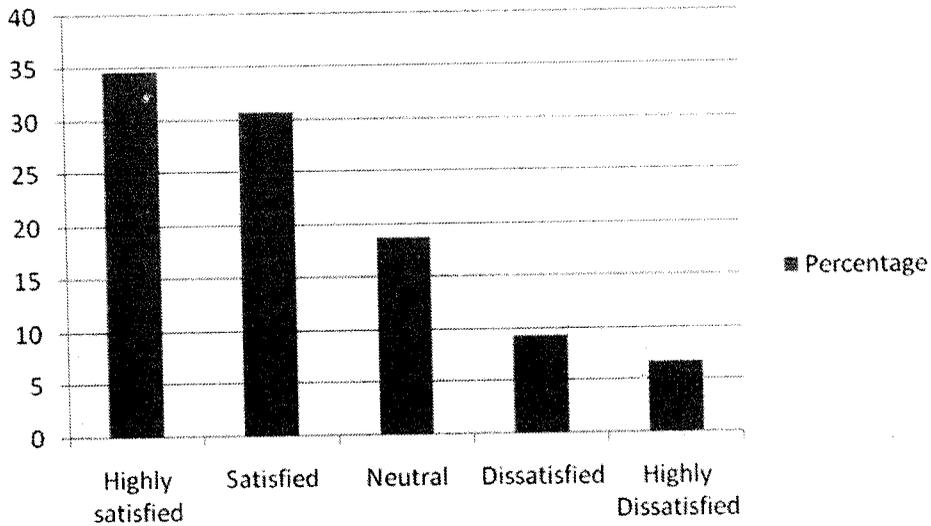


TABLE- 8**OPINION ABOUT INTER PERSONAL RELATIONSHIP WITH THE SUPERIORS**

Relationship with the superiors	No. of Respondents	Percentage
Highly satisfied	25	33.33
Satisfied	26	34.67
Neutral	14	18.67
Dissatisfied	7	9.33
Highly Dissatisfied	3	4
Total	75	100

INTERPRETATION:

It is clear from the table no - 8 that out of 75 number of respondents taken for study, 33.33 % of the respondents are Highly satisfied, 34.67 % of the respondents are satisfied, 18.67 % of the respondents are neutral, 9.33 % of the respondents are dissatisfied and 4 % of the respondents are Highly dissatisfied with the inter personal relationship with the superiors.

It is found from the above table that most of the respondents are satisfied with the inter personal relationship with the superiors as they are free moving and they welcome suggestions and provide the necessary needs for the workers.

CHART- 8

INTERPERSONAL RELATIONSHIP WITH SUPERIORS

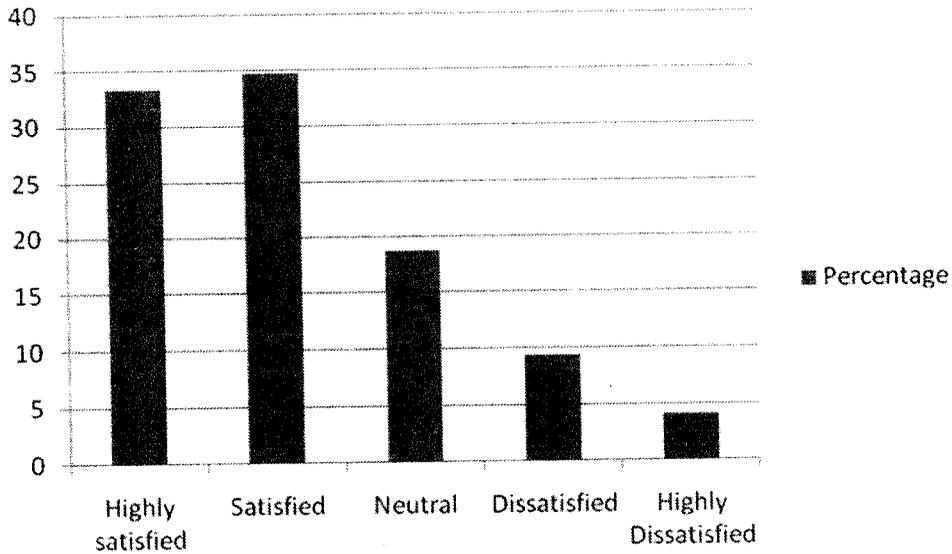


TABLE- 9
OPINION ABOUT SALARY PACKAGE

Salary Package	No. of Respondents	Percentage
Highly satisfied	26	34.67
Satisfied	29	38.67
Neutral	13	17.33
Dissatisfied	4	5.3
Highly Dissatisfied	3	4
Total	75	100

INTERPRETATION:

It is clear from the table no - 9 that out of 75 number of respondents taken for study, 34.67 % of the respondents are Highly satisfied, 38.67 % of the respondents are satisfied, 17.33 % of the respondents are neutral, 5.3 % of the respondents are dissatisfied and 4 % of the respondents are Highly dissatisfied with the salary package provided by the company.

It is known from the above table that 38.67% are satisfied with the salary package and it is clearly seen that the organization is providing good salary for the employees.

CHART- 9

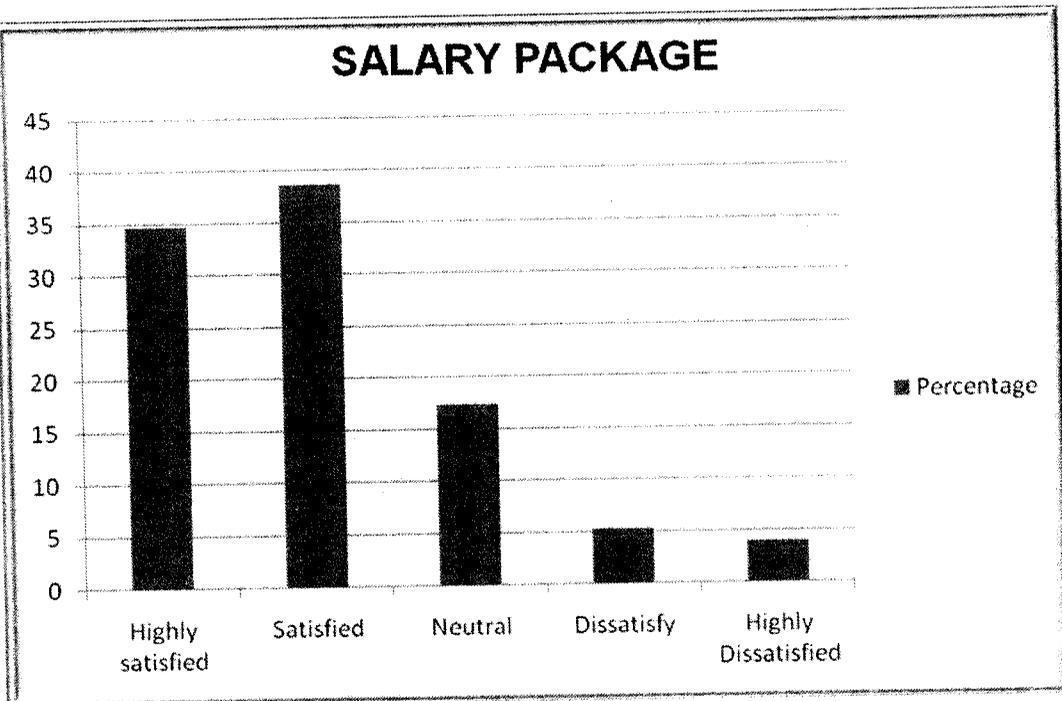


TABLE- 10
OPINION ABOUT WELFARE FACILITIES

Welfare Facilities	No. of Respondents	Percentage
Highly satisfied	20	26.66
Satisfied	20	26.66
Neutral	17	22.67
Dissatisfied	14	18.67
Highly Dissatisfied	4	5.33
Total	75	100

INTERPRETATION:

It is clear from the table no - 10 that out of 75 number of respondents taken for study, 26.66% of the respondents are Highly satisfied, 26.66 % of the respondents are satisfied, 22.67% of the respondents are neutral, 18.67 % of the respondents are dissatisfied and 5.33 % of the respondents are Highly dissatisfied with the welfare facilities provided by the company.

It is found from the above table that welfare facilities is good in the organization and they are providing good welfare facilities like toilet, canteen facility, rest room, drinking water etc.

CHART – 10

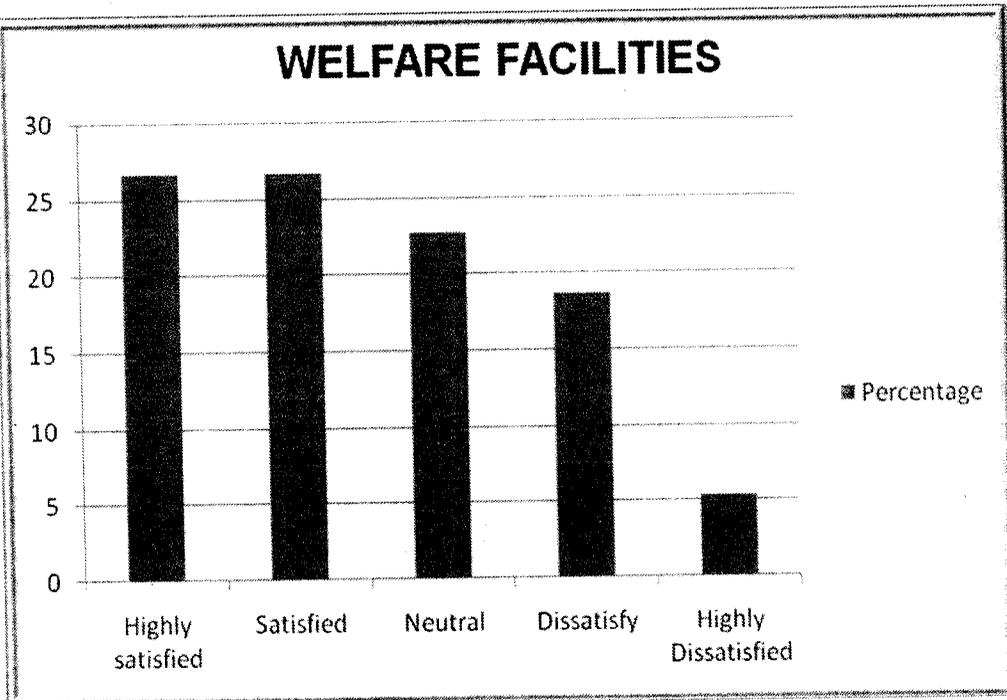


TABLE- 11
OPINION ABOUT INNOVATIVE IDEAS

Innovative Ideas	No. of Respondents	Percentage
Strongly agree	17	22.67
Agree	30	40
Neutral	17	22.67
Disagree	8	10.67
Strongly disagree	3	4
Total	75	100

INTERPRETATION:

It is clear from the table no - 11 that out of 75 number of respondents taken for study, 28 % of the respondents are strongly agreed, 28.67 % of the respondents are agreed, 22.67 % of the respondents are neutral, 6.67 % of the respondents are disagreed and 4 % of the respondents are strongly disagreed with the recognition of employees innovative ideas in the company.

It is clearly known from the above table that 40% of the respondents are satisfied with the acceptance of their own innovative ideas provided in the organization and the organization is accepting and encouraging the innovative ideas too.

CHART- 11

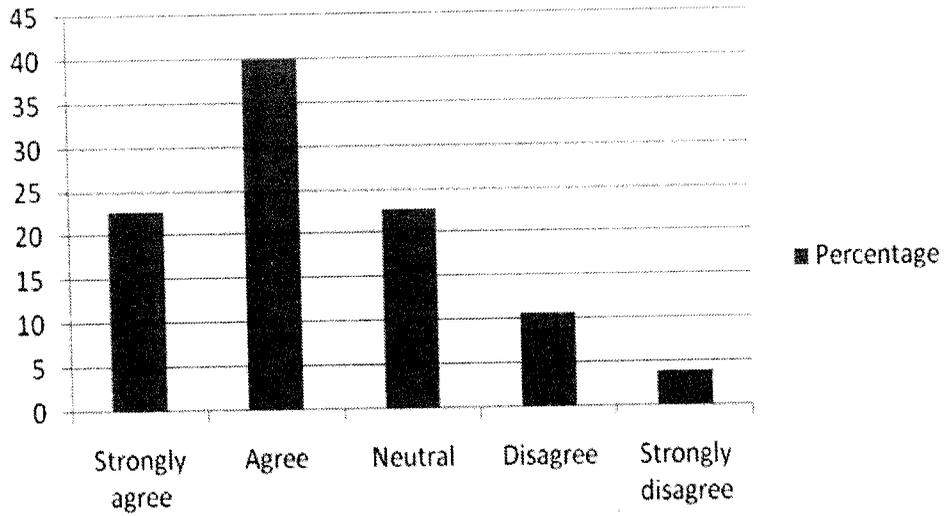
INNOVATIVE IDEAS

TABLE- 12
OPINION ABOUT GRIEVANCE HANDLING

Grievance Handling	No. of Respondents	Percentage
Strongly agree	18	24
Agree	31	41.33
Neutral	19	25.33
Disagree	4	5.33
Strongly disagree	3	4
Total	75	100

INTERPRETATION:

It is clear from the table no - 12 that out of 75 number of respondents taken for study, 24 % of the respondents are Strongly agreed, 41.33 % of the respondents are Agreed, 25.33 % of the respondents are neutral, 5.33 % of the respondents are disagreed and 4 % of the respondents are strongly disagreed with the grievance handling in the company.

It is found from the above table that grievance handling is solved and the solution is taken quickly as 41.33% are satisfied with the grievance handling technique.

CHART- 12



CHI-SQUARE ANALYSIS:

The Chi-square analysis is mainly used to test the independence of two factors. In others words the chi-square analysis is performed to test the significance of one factor over the other. In this study the factors are classified under personal. The personal factors are Age, Gender, Designation, Educational Qualification, and Experience. Each of the personal factors considered are compared with study factors and Chi-square test was performed and results were given below with suitable hypothesis and interpretations. The entire test carried out with 5% level of significance.

$$\text{Chi-square} = \sum \left[\frac{(o-e)^2}{e} \right]$$

DEMOGRAPIC VARIABLE VS QUALITY OF WORK LIFE:

DEMOGRAPIC VARIABLE (AGE) VS QUALITY OF WORK LIFE (WORKING ENVIRONMENT):

To analyze the influence of age factors on leading to Quality of work life, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: The age does not influence the quality of work life with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

TABLE13: INFLUENCE OF AGE ON FACTORS LEADING TO QUALITY OF WORK LIFE (WORKING ENVIRONMENT)

AGE VS QUALITY OF WORK LIFE OF RESPONDENTS (WORKING ENVIRONMENT)			
FACTORS	CHI SQUARE VALUE	P VALUE	RESULT
Working Environment	32.505	0.009	Not Satisfied
Infrastructure	27.616	0.035	Not Satisfied
Interpersonal relationship-Colleagues	37.690	0.002	Not Satisfied
Interpersonal relationship-superiors	24.334	0.082	Satisfied
Leave Status	24.909	0.071	Satisfied
Salary Package	19.713	0.233	Satisfied
Other Benefits	20.792	0.187	Satisfied

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all ages desire the same type of quality of work life.

From the table-13 it can be seen that the demographic variable age has significant influence on the factors like Interpersonal relationship-superiors, Leave Status, Salary Package, Other Benefits and the demographic variable age does not has significant influence on the factors like Working Environment, Infrastructure, Interpersonal relationship-Colleagues .

DEMOGRAPIC VARIABLE (AGE) VS QUALITY OF WORK LIFE:

To analyze the influence of age factors on leading to Quality of work life, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: The age does not influence the quality of work life with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

TABLE14: INFLUENCE OF AGE ON FACTORS LEADING TO QUALITY OF WORK LIFE

AGE VS QUALITY OF WORK LIFE OF RESPONDENTS (COMPENSATION AND FACILITIES OFFERED)			
FACTORS	CHI SQUARE VALUE	P VALUE	RESULT
Salary package	19.713	0.233	Satisfied
Services offered	20.792	0.187	Satisfied
Welfare facilities	28.091	0.031	Not Satisfied
Safety measures	27.984	0.032	Not Satisfied
Health provisions	25.708	0.058	Satisfied

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all ages desire the same type of quality of work life..

From the table-14 it can be seen that the demographic variable age has significant influence on the factors like salary package, services offered, Health provisions and the demographic variable age does not has significant influence on the factors like Welfare facilities, Safety measures .

DEMOGRAPIC VARIABLE (AGE) VS QUALITY OF WORK LIFE (SOCIAL INTEGRATION WITH THE COMPANY).

To analyze the influence of age factors on leading to Quality of work life, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: The age does not influence the quality of work life with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

TABLE 15: INFLUENCE OF AGE ON FACTORS LEADING TO QUALITY OF WORK LIFE

AGE Vs QUALITY OF WORK LIFE OF RESPONDENTS (SOCIAL INTEGRATION WITH THE COMPANY).			
FACTORS	CHI SQUARE VALUE	P VALUE	RESULT
I am able to recognize my own capabilities	29.006	0.024	Not Satisfied
My innovative ideas are being appreciated by the management	25.737	0.058	Satisfied
Information regarding changes in the organization is brought to my knowledge.	24.160	0.086	Satisfied
I am motivated by my superiors	36.724	0.002	Not Satisfied
Like to serve in the same organization until my retirement.	35.054	0.004	Not Satisfied
I am satisfied with the grievance handling procedures.	34.364	0.005	Not Satisfied

As P value is less than the table H₀ is rejected at 0.05 level of significance. So it is inferred that people of all ages desire the same type of quality of work life.

From the table - 15 it can be seen that the demographic variable age has significant influence on the factors like innovative ideas, information regarding changes in the organization is brought to workers knowledge and the demographic variable age does not has significant influence on the factors like recognize of own capabilities, motivation by superiors, serving in the same organization until retirement, grievance handling.

DEMOGRAPIC VARIABLE (EXPERIENCE) VS QUALITY OF WORK LIFE :

To analyze the influence of experience factors on leading to Quality of work life, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: The experience does not influence the quality of work life with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

TABLE 16: INFLUENCE OF EXPERIENCE ON FACTORS LEADING TO QUALITY OF WORK LIFE

EXPERIENCE VS QUALITY OF WORK LIFE OF RESPONDENTS			
FACTORS	CHI SQUARE VALUE	P VALUE	RESULT
Working Environment	9.048	0.338	Satisfied
Infrastructure	18.180	0.020	Not Satisfied
Interpersonal relationship-Colleagues	14.753	0.064	Satisfied
Interpersonal relationship-superiors	13.025	0.111	Satisfied
Leave Status	10.260	0.247	Satisfied
Salary Package	12.027	0.150	Satisfied
Other Benefits	10.531	0.230	Satisfied
Welfare facilities	9.666	0.289	Satisfied
Safety measures	9.852	0.276	Satisfied
Health provisions	9.716	0.285	Satisfied

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all experiences desire the same type of quality of work life.

From the table-16 it can be seen that the demographic variable experience has significant influence on the factor like Working Environment, Interpersonal relationship-Colleagues, Interpersonal relationship-superiors, Leave Status, Salary Package, Other Benefits, Welfare facilities, Safety measures, Health provisions and the demographic variable experience does not has significant influence on the factors like infrastructure.

DEMOGRAPIC VARIABLE (EXPERIENCE) VS QUALITY OF WORK LIFE:

To analyze the influence of experience factors on leading to Quality of work life, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: The experience does not influence the quality of work life with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

TABLE 17: INFLUENCE OF EXPERIENCE ON FACTORS LEADING TO QUALITY OF WORK LIFE

FACTORS	CHI SQUARE VALUE	P VALUE	RESULT
I am able to recognize my own capabilities	9.092	0.335	Satisfied
My innovative ideas are being appreciated by the management	10.054	0.261	Satisfied
Information regarding changes in the organization is brought to my knowledge.	7.904	0.443	Satisfied
I am motivated by my superiors	18.516	0.018	Not Satisfied
Like to serve in the same organization until my retirement.	7.989	0.435	Satisfied
I am satisfied with the grievance handling procedures.	5.296	0.726	Satisfied

As P value is less than the table H₀ is rejected at 0.05 level of significance. So it is inferred that people of all experiences desire the same type of quality of work life.

From the table-17 it can be seen that the demographic variable experience has significant influence on the factor like recognize my own capabilities, innovative ideas are being appreciated by the management, Information regarding changes in the organization is brought to my knowledge, Like to serve in the same organization until my retirement, satisfied with the grievance handling procedures motivated by the superiors and the demographic variable experience does not has significant influence on the factors like motivated by the superiors.

DEMOGRAPHIC VARIABLE (DESIGNATION) VS QUALITY OF WORK LIFE:

To analyze the influence of designation factors on leading to Quality of work life, the chi-square test is performed at 5% significant level and the following hypothesis is formulated.

Hypothesis: The designation does not influence the quality of work life with respect to respondents.

The above hypothesis is tested using chi-square analysis and the result is summarized below.

TABLE-18: INFLUENCE OF DESIGNATION ON FACTORS LEADING TO QUALITY OF WORK LIFE

DESIGNATION VS QUALITY OF WORK LIFE OF RESPONDENTS			
FACTORS	CHI SQUARE VALUE	P VALUE	RESULT
Working Environment	21.454	0.162	Satisfied
Infrastructure	34.623	0.004	Not Satisfied
Interpersonal relationship-Colleagues	29.998	0.018	Not Satisfied
Interpersonal relationship-superiors	26.438	0.048	Not Satisfied
Leave Status	31.491	0.012	Not Satisfied
Salary Package	12.164	0.733	Satisfied
Other Benefits	26.029	0.054	Not Satisfied
Welfare facilities	22.709	0.122	Satisfied
Safety measures	19.898	0.225	Satisfied
Health provisions	24.021	0.089	Satisfied
I am able to recognize my own capabilities	29.630	0.020	Not Satisfied
My innovative ideas are being appreciated by the management	19.755	0.231	Satisfied
Information regarding changes in the organization is brought to my knowledge.	22.732	0.121	Satisfied
I am motivated by my superiors	23.424	0.103	Not Satisfied
Like to serve in the same organization until my retirement.	33.144	0.007	Not Satisfied
I am satisfied with the grievance handling	39.305	0.001	Satisfied

As P value is less than the table H0 is rejected at 0.05 level of significance. So it is inferred that people of all designation desire the same type of quality of work life.

From the table -18 it can be seen that the demographic variable designation has significant influence on the factor like Working Environment, Salary Package, Welfare facilities, safety facilities, health provisions, innovative ideas are being appreciated by the management, Information regarding changes in the organization is brought to my knowledge, satisfied with the grievance handling procedures and the demographic variable experience does not has significant influence on the factors like Infrastructure, Interpersonal relationship-Colleagues, Interpersonal relationship-superiors, Leave Status, Other Benefits, to recognize my own capabilities, motivated by my superiors, to serve in the same organization until my retirement. .

WEIGHTED AVERAGE SCORE ANALYSIS

Average score analysis is mainly used to determine the level of satisfaction of the different category of respondents on the various factors considered for the study. The opinion of the respondents were put under 5 point scaling similar to Likert's Scaling. Score 5 was given to highly satisfied, 4 for satisfied, score 3 for neutral, score 2 for dissatisfied and score 1 for highly dissatisfied. Based on the consolidated opinion of the respondents the level of satisfaction of the different category of respondents was ascertained. The result are given in the following tables with suitable interpretations.

	HS	S	N	HDS	DS	Weighted Average	Rank
Working Environment	10	27	23	12	3	6.01	13
Infrastructure	26	23	14	7	5	6.19	8
Interpersonal relationship-Colleagues	25	24	14	7	3	6.45	5
Interpersonal relationship-superiors	16	28	21	7	3	6.56	2
Leave Status	26	29	13	4	3	6.19	8
Salary Package	32	24	13	2	4	6.74	1
Other Benefits	25	25	15	7	3	6.54	3
Welfare facilities	20	20	17	14	4	5.99	14
Safety measures	20	21	16	14	4	6.02	12
Health provisions	13	33	18	8	3	6.15	11
own capabilities	21	29	17	5	3	6.49	4
innovative ideas	17	30	17	8	3	6.26	7
changes in the organization	22	23	14	12	4	6.19	8
motivated by my superiors	8	32	21	11	3	5.83	16
serve in the same organization until my retirement.	13	28	21	8	5	5.95	15
Grievance	18	31	19	4	3	6.42	6

INTERPRETATION:

It is found from the above table that first preference is given to the salary packages, the second preference is given to the inter personal relationship with the superiors as it should be concentrated more for the better working condition in the organisation. The workers in the organisation feel that other benefits like medical facility, free education for children etc should be concentrated more. Welfare facilities should be given importance as the employees has given very low preference and the employees feel that they have to be motivated much better than the existing situation. If the employees want to serve in the same organisation still some betterment has to be done in the organisation.

GAP ANALYSIS

Gap analysis is a business resource assessment tool enabling a company to compare its actual performance with its potential performance

Understanding the quality of work life of the employees that would enable the organization to frame strategies to satisfy the employees.

The previous working condition is measured in five point scale assigning 5 to Highly satisfied, 4 to Satisfy, 3 to neutral, 2 to Dissatisfied, 1 to Highly dissatisfied. The findings are presented in the following table.

TABLE: 19 LEVEL OF THE PREVIOUS WORKING CONDITION

PREVIOUS WORKING CONDITION										
FACTORS	HS		S		N		DS		HDS	
	No	%	No	%	No	%	No	%	No	%
Infrastructure provided by the company is	4	5.33	10	13.3	38	50.7	21	28	2	2.7
Welfare measures provided by the company is	3	4	7	9.33	33	44	27	36	5	6.7
Health care facilities provided by the company is	1	1.33	4	5.33	53	70.7	14	18.7	3	4
Safety measures provided by the company is	0	0	25	33.3	33	44	12	16	5	6.7
Travelling facilities	8	10.7	38	50.7	23	30.7	6	8	0	0

INTERPRETATION:

From the table- 19, majority of the respondents are neutral and dissatisfied with the previous working condition and they felt that they should have some changes in the organisation and they was not much happy with the previous working condition like no proper working environment, infrastructure, safety measures was not good, health facilities was not good and the workers felt that they needed some changes to be made in the organisation.

TABLE:20 LEVEL OF THE EXISTING WORKING CONDITION

EXISTING WORKING CONDITION										
FACTORS	HS		S		N		HDS		DS	
	No	%	No	%	No	%	No	%	No	%
Infrastructure provided by the company is	13	17.33	22	29.3	26	34.7	9	12	5	6.7
Welfare measures provided by the company is	7	9.33	43	57.3	19	25.3	4	5.33	2	2.7
Health care facilities provided by the company is	9	12	39	52	22	29.3	4	5.33	1	1.3
Safety measures provided by the company is	21	28	20	26.7	16	21.3	14	18.7	4	5.33
Travelling facilities	3	4	6	8	45	60	20	26.7	1	1.3

From the table-20 it is found that many respondents are satisfied with the existing working condition as they feel that the present working environment, infrastructure, welfare facilities, safety measures, travelling facilities are good when compared to the previous

GAP ANALYSIS

TABLE: 21 GAP ANALYSIS BETWEEN THE PREVIOUS AND THE EXISTING WORKING CONDITION.

GAP BETWEEN THE PREVIOUS WORKING CONDITION AND THE EXISTING WORKING CONDITION			
FACTORS	EXISTING WORKING CONDITION	PREVIOUS WORKING CONDITION	GAP
Infrastructure provided by the company is	254	218	36
Welfare measures provided by the company is	274	201	73
Health care facilities provided by the company is	276	211	65
Safety measures provided by the company is	264	228	36
Travelling facilities	235	254	-19

INTERPRETATION:

It is found from the table - 21 that there is a gap between the previous and the existing working condition like the respondents are satisfied with the present infrastructure, welfare facilities, health care facilities, and safety measures. The respondents are not satisfied with the travelling facilities as the organisation should make some arrangements for the travelling.

FINDINGS AND SUGGESTIONS

4.1 FINDINGS

- Majority of the respondents 85.33% are male.
- Majority of the respondents 36 % are in the age group between 41-50 years.
- 42.67 % of the respondents are having 6-10 years experience in this company.
- 52% of the respondents are workers in this company.
- It was found that majority ,27% of the respondents are satisfied with the Working environment in the company.
- It was found that majority 28% of the respondents are satisfied with the infrastructure provided by the company.
- It was found that majority 34.67% of the respondents are highly satisfied with the relationship of colleagues in working environment.
- It was found that 34.67 % of the respondents are satisfied with the relationship of superiors in the working environment of employees.
- It was found that 37.33 % of the respondents are satisfied with the leave status in the company.
- It was found that 38.67 % of the respondents are satisfied with the salary & adequacy of compensation.
- It was found that 33.33 % of the respondents are highly satisfied and satisfied with the other benefits. .
- It was found that 26.66 % of the respondents are highly satisfied and satisfied with the welfare of employees.
- It was found that 26.67 % of the respondents are highly satisfied with the safety measures provided by the company.
- It was found that 44 % of the respondents are satisfied with the health provisions
- It was found that 35.45% of the respondents are strongly agreed to recognize the own capabilities in social integration of the company.

- It was found that 40% of the respondents are agreed with the appreciating innovative ideas.
- It was found that 30.67% of the respondents has agreed with the changes in the organisation is brought to their knowledge.
- It was found that the first weight was given to the salary package
- It was found that 41.33 % of the respondents are agreed with the satisfaction of grievance in the social integration of the company.
- It is concluded that age of the respondents have no significant influence on the working environment related factors.
- It was concludes that the experience has no significant on the working environment in the organisation.
- It was found that there is a gap between the previous working condition and the existing working condition.

SUGGESTIONS

During the quality of work life of employees, the company knows the information about the employee's age, designation, behaviour, knowledge and attitude. In this study we are able to find out more persons are satisfied with the working environment and they feel the working environment is pleasant in their department. The company should have some improvement in the following areas:

- The company should have little more care in the interpersonal relationship between the superiors as they felt it should be strengthened (like more interactive sessions should be held, open decision making, communication)
- The company should have more concentration on the promotion policy (like training (on the job training), seminars (regarding production), innovative ideas, etc.)
- The company can provide travelling facilities as the employees will be benefited out of it.
- The company should have little more concentration on the salary and benefits offered.(based on their performance some rewards and incentives can be given).
- The company should still motivate the employees for more productivity(like rewards, incentives, recognition in work done)

Thus the management of Pentagon switch gear should take note of the findings and they should improve some of the Quality of the work life provided for the employees, which will fulfil their requirements and also make them to perform their job more effectively.

CONCLUSION

4.3 CONCLUSION:

Employees are the virtual asset of an organization. In order to sustain them for a longer period it is a must for every organisation to provide them with all the facilities and good working condition. There is a change which is found to be from machine dominated to human resource practiced approach. This fact makes it necessary that Quality of work life are to be given highest importance irrespective of the industry. Almost all factors considered to measure the quality of work life of employees gives satisfactory report from employee's perception. So, it is suggest that the organization should maintain this satisfaction level and must consider improving its present satisfaction in future. Switch gear industry which plays a crucial role has to take a note of this fact and tune its Quality of work life for the betterment of industry and in turn for the country as well.

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INTERNET SOURCE:

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APPENDIX

A STUDY ON QUALITY OF WORK LIFE OF**EMPLOYEES IN PENTAGON SWITCHGEAR****PERSONAL DETAILS**

NAME (OPTIONAL) :

AGE (Yrs) : < 20 21- 30 31-40 40-50 >50GENDER : Male Female

DESIGNATION :

EDUCATIONAL QUALIFICATION :

EXPERIENCE (Yrs) : 1-5 6-10 11-15 16-20Please select any one of the following options**HS -Highly satisfied****S - Satisfied****N- Neutral****DS -Dissatisfied****HDS -Highly dissatisfied.****WORKING ENVIRONMENT**

CONTENT	HS	S	N	DS	HDS
Working environment is					
Infrastructure provided by the company is					
Interpersonal relationship between the colleagues					
Interpersonal relationship between the superiors.					
Leave status provided by the company.					

SUFFICIENCY OF THE COMPENSATION:

CONTENT	HS	S	N	DS	HDS
y salary package is					
SI, provident fund given by the company is					
ther benefits services offered by the company is					

FACILITIES OFFERED

CONTENT	HS	S	N	DS	HDS
Welfare facilities					
Safety measures provided by the company.					
am satisfied with the health provisions provided by the npany.					

PLEASE SELECT ANY ONE OF THE FOLLOWING OPTIONS**SA- Strongly agree****A-Agree****N-Neutral****D -Disagree****SDA-Strongly disagree**

SOCIAL INTEGRATION IN THE COMPANY

CONTENT	SA	A	N	D	DA
I am able to recognize my own capabilities					
My innovative ideas are being appreciated by the management					
Information regarding changes in the organization is brought to my knowledge.					
I am motivated by my superiors					
I like to serve in the same organization until my retirement.					
I am satisfied with the grievance handling procedures.					

Would like to give any other suggestions to improve the quality of work life.

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