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QUALITY OF WORK LIFE AT JCB INDIA LIMITED

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INTRODUCTION

The quality of work life(QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done.

It is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees (Anonymous, 2005).A high quality of work life is essential for organizations to continue, to attract and retain employees. Many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

REVIEW OF LITERATURE

QWL is defined as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. However, some researchers point out that Quality of Work Life (QWL) is not only related to personnel's well-being and their attitudes and feelings towards their job (Beaudoin& Edgar, 2003) but also goes beyond job satisfaction.

Walton (1980) divided QWL main components into four categories. According to him, the affecting factors on QWL include: work meaningfulness, work social and organizational equilibrium, work challenge and richness.

Klatt, Murdick and Schuster (1985) have identified eleven dimensions of QWL in the year. They are: pay, occupational stress, organizational health programmes, alternative work schedule, participate management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis.

Winter et al., (2000) viewed QWL for attitudinal response among the employees which includes role stress, job characteristics, and supervisory, structural and social characteristics to directly and in directly shape academicians' experiences, attitudes and behaviors.

Mosharraf (2000) analyzed the security of employment, job/role clarity, understanding supervisors, work not stressful, access to relevant information and social and welfare facilities to measure the QWL in banks.

Connell & Hannif (2009) reported three factors – (i) Job content; (ii) Working hours and work-life balance; and (iii) Managerial/supervisory style and strategies. They believe key concepts tend to include job security, reward systems, pay and opportunity for growth among other factors.

Measures of Quality of Work Life according to Adhikari & Gautam (2010) are: adequate pay and benefits, job security, safe and health working condition, meaningful job and autonomy in the job.

Measures of Quality of Work Life include –

- (i) increased worker involvement, participation and power,
- (ii) Increased emphasis on employee skill development,
- (iii) Increased autonomy for action and decision making at worker level
- (iv) Reduced status distinctions among levels in hierarchy.

OBJECTIVE OF THE STUDY

To study about the quality of work life among employees at JCB INDIA LIMITED.

this purpose, will cover below mentioned three main areas :

- 1) Worker's participation in management
- 2) Job satisfaction and working environment
- 3) Career opportunities

SECONDARY OBJECTIVE

- To determine the variables that affects the quality of work life of employees.
- To determine which variable plays the most significant role on quality of work life. --
- To suggest suitable measures to improve the quality of work life among workers

LIMITATIONS OF THE STUDY

Since the survey will be conducted on questionnaire therefore it is a great challenge to ensure the actual validity of the response. Hence, some of the limitations include:

- In some cases, the topics were not understood by the employees who have minimal idea about the quality of work life.
- The study is limited to the workers of JCB plant industry in Faridabad only and therefore the findings of the study cannot be extended to other areas.

RESEARCH METHODOLOGY

Here the Research design used is descriptive research design as well as exploratory research design. we sought to determine the answers to why, what, where and how questions of the existing employees in JCB India Limited and their expectations. It also involves collecting information that explain people's beliefs, knowledge, attitude and behaviour.

SAMPLING DESIGN

Convenience sampling was adopted for collecting the information from the employees.

In the study, the intention was to study a relatively homogenous sample in order to look for trends and similarities- although diversity was also of interest. Given the time and resource limitations, a small sample from which rich information could be gleaned was preferred to conducting less in-depth research with a larger sample.

Sample Size taken for this study is 50. The respondents were selected by using convenient sampling technique.

Primary collected data through questionnaire were interpreted and analysed using statistical tools like

1. Simple percentage analysis
2. weighted average method

PROFILE OF THE COMPANY

A company Profile – JCB INDIA LIMITED

The JCB name is synonymous worldwide with world-class quality: all their products are designed and built for hard work and reliability. Each of its factories - whether in the UK,

Brazil, North America, India or Germany - uses only the most advanced technology, components and manufacturing processes, whilst their meticulous design, rigorous testing, and best-practice lean manufacturing techniques ensure that wherever they are in the world, their customers will receive the same world-class JCB product quality. Also expanding in India, where manufacturing started at its Delhi plant in 1979, JCB has constructed a second factory in Pune. 1,000 miles from JCB India's Delhi factory, it is positioned strategically close to the port of Mumbai.

- Lean manufacturing processes in all factories.
- World leader in innovation, research & development.
- Worldwide common standards & procedures.
- 18 factories - UK, Brazil, North America, India, China & Germany.
- World-class manufacturing facilities.

CONCEPTUAL FRAMEWORK

Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

THREE MAJOR VARIABLES AFFECTING QWL

WORKERS PARTICIPATION IN MANAGEMENT

According to Keith Davis, participation refers to the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share in the responsibility of achieving them.

Participation and involvement of workers in the management of industry is practiced in most countries of the world. In Yugoslavia it is called self-management while in Germany it is known as co-determination. The International Labour Organization (ILO) has been encouraging member nations to promote the schemes of workers' participation in management.

Worker participation in management is an effective tool for prevention of industrial disputes. The level of workers' participation can vary from organization to organization. The basic objective of worker participation is to provide an opportunity to the workers to participate in the organizational decision-making.

CAREER DEVELOPMENT

Progression through a sequence of jobs, involving continually more advanced or diverse activities and resulting in wider or improved skills, greater responsibility and prestige, and higher income. Formerly, career development was seen as the responsibility of the employer, and many organizations had formal career development programs that marked an employee's advancement through the levels of management.

It is a known fact that most professionals leave an organization due to lack of career growth. An active career development initiative by a company is a key retention tool to keep the best talent within its fold. It is one of the greatest motivators to keep an employee happy and engaged.

INVOLVEMENT AND COMMUNICATION

Multi- skilling and exposing workers to different lines of activity in the unit indirectly leads to the greater involvement and better job security of worker in the organization. The employer too, can make use of the varied skills to any altered situations of restructuring and other market adaptations. Thus, the monotony of work life can be alleviated. The employer, armed with the depth of cross-trained human resources, need not go hunting for new talent and thus save on the unspent pay packets, which can be spent usefully on the amenities for workers.

DATA ANALYSIS AND INTERPRETATION

S.NO.	DEMOGRAPHIC FACTORS	NO. OF RESPONDENTS	PERCENTAGE (%)
	AGE		
1.	Less than 25	5	10
2.	25-35	15	30
3	35-45	10	20

4.	45-55	15	30
5	More than 55	5	10
		50	100
	QUALIFICATION		
1.	I.T.I	20	40
2.	Diploma	4	8
3.	Graduation	10	20
4.	Post graduation	11	22
5.	Others	5	10
		50	100

WEIGHTED AVERAGE SCORE ANALYSIS

RANKS GIVEN BY THE EMPLOYEES TO VARIOUS VARIABLES AFFECTING QWL

S. No	VARIABLES	Weights(x)	5	4	3	2	1	Total	Weighted Average $\frac{\sum fx}{\sum x}$	RANK
1.	Job security	Frequency(f)	18	6	15	6	5	50	11.73	II
		Fx	90	24	45	12	5	176		
2.	Better pay	Frequency(f)	11	26	6	5	2	50	12.6	I
		Fx	55	104	18	10	2	189		
3.	Better working conditions	Frequency(f)	10	7	11	12	10	50	9.66	III
		Fx	50	28	33	24	10	145		
4.	Career opportunities	Frequency(f)	8	4	8	12	18	50	8.13	IV
		Fx	40	16	24	24	18	122		
5.	Most challenging	Frequency(f)	3	7	10	15	15	50	7.86	V
		Fx	15	28	30	30	15	118		

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FINDINGS

QUESTIONS	FINDINGS
Worker's participation is essential for overall functions of organisation:	76% of the respondents agree and highly agree participative management is essential for overall functions of organisation, (16%) of the respondents have no idea, remaining 8 % of the respondents are disagree and highly disagree with Participative management is essential for overall functions of organisation.
Whether management considers employees while taking critical decisions:	68 % of the respondents agree that management considers employees while taking critical decisions, remaining 32% of the respondents not agree with that management considers employees while taking critical decisions.
Satisfaction level regarding present participative method:	70 % of the respondents agree that they are satisfied with the current participative method, remaining 30% of the respondents agree that they are not satisfied with present participative method adopted.
Fair treatment given by organisation in terms of incentives:	95% of the respondents agree that fair treatment is given by organization in terms of incentives and remaining 5% agree that no fair treatment given by organization in terms of incentives.
Satisfaction level by means of salary:	74% of the respondents agree that they are satisfied by means of salary while remaining 26% agree that they are not satisfied by means of salary.
Satisfaction level with safety and healthy working conditions:	60% of the respondents satisfied or satisfied with safety and healthy working condition, 26% of the respondents have no idea while remaining 14% of the respondents are dissatisfied or highly dissatisfied with safety and healthy working condition.
Satisfaction level regarding benefits:	86% of the respondents satisfied or highly dissatisfied with benefits, 8% of the respondents have no idea, 8% of the

	respondents dissatisfied or dissatisfied with benefits given by company.
Whether career development should be based on performance:	42% of the respondents agree that career development should be based on performance and 58% of the respondents not agree that career development should be based on performance.
Whether the company provides career advancement based on performance:	64% of the respondents agree or strongly agree that company provides career advancement based on performance, 18% of the respondents have no idea, 18% of the respondents disagree or disagree that company provides career advancement based on performance.

RECOMMENDATIONS

For the betterment of quality of work life among employees based on the findings of the present study, the following practical suggestions may be considered:

- Employees need more compensation from the company.
- While taking any decisions in management, it should be communicated properly to employees.
- Work committee members should be selected from each department and quality circles can be implemented.
- Employees should be given opportunity.
- Workers may be encouraged to offer suggestions for making improvements in the organization. This makes them feel their importance in the company.
- Sufficient training programs can be arranged so that the worker productivity could be improved.
- Appropriate pay strategies could be evolved to give fair and adequate compensation to the employees. Performance based increments would improve the performance of the workers.

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