

# A Study on “Quality of Work Life” with special reference to Mahindra & Mahindra Ltd, Tractor Division Rudrapur

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**ABSTRACT:** QWL is a very important concept of favorable situation in a working environment. QWL helps the management and employees by facilitating training opportunities, job satisfaction and working condition. A satisfied employee is one who has a career growth along with the organization growth. It is concerned with improving labour – management co – operation to solve many organizational problems, achieving the desired level of performance and securing greater employee satisfaction. The perceived quality of work life (QWL) significantly influences the various facets of professional outcomes of the employees working in an organization. It focuses on creating a working environment where employees work co – operatively and achieve results collectively. Quality of work life refers to the degree of which work provides an opportunity for individuals to satisfy the need to survive with some security to the need to interact with others, to have a sense of personal usefulness, to be recognize for achievement and to have an opportunity to improve one’s skill and knowledge. In 1960’s Mahindra as a company started its manufacturing of tractors – farm equipment, which is one of the largest and having highest turnover in farm equipments round the world. Today Mahindra as a farm equipment manufacturer is prosperously maintaining its account in more than forty countries in six continents. More than business intensions and revenue generation, Mahindra conjointly is delivering value added services and thorough analysis to maintain strict policies and strategies for the favour of their own customers, which is evident in many ways accordingly. The present empirical study conducted amongst the quality of work life experienced by employees, factor affecting and to analyze the measure adopted by the organization to improve the quality of work.

**Keywords:** Job satisfaction, Working condition, Employee satisfaction and Quality of work life.

## INTRODUCTION

The term QWL gained importance in the late 1960s as way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a person’s work experience. Up until the mid-1970s, employer’s concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other aspects that affect employees’ job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs. (Cummings and Worley, 2005). The quality of work life (QWL) as a human resource intervention has gained significance in the USA and Scandinavia during the 1960s -1970s. The concept “quality of work life” was first discussed in 1972 during an international labor relations conference. It received more attention after United Auto Workers and General Motors initiated a QWL program for work reforms. Bagtasos in his study said that the development of QWL can be etched way back to the earlier management. Frederick Taylor and Elton Mayo in their theories suggested that human is important in determining firms’ performance. While both have different ways of looking at human aspects, with Taylor being more quantitative, while Mayo focused more on human as well as environment, their ideas on appreciating human as a person is valid. The current development on QWL is further enhanced by the Maslows need hierarchy theory and, Herzberg’s Two factor theory, McClelland three needs theory and Alderfer’) and spillover effect (Sirgy Efraty, Siegel & Lee, 2001). These theories say that the basic needs of individual facade from time to time and there are some spillover effect to their personal life and family.

In simple terms QWL refers to the extent which the members of an organization find the work environment conducive. It is concerned with improving labor – management co – operation to solve many organizational problems, achieving the desired level of performance and securing greater employee satisfaction. QWL means “The degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization”. QWL has gained deserved prominence in the Organizational Behavior as an indicator of the overall of human experience in the work place. It plays a key role in any organization and has an effect on the people, their work, performance and self-development as well as organization’s development. It basically refers to relationship between the employees and the ecosystem in which he works. It focuses on creating a working environment where employees work co – operatively and achieve results collectively. Quality of work life refers to the degree of which work provides an opportunity for individuals to satisfy the need to survive with some security to the need to interact with others, to have a sense of personal usefulness, to be recognize for achievement and to have an opportunity to improve one’s skill and knowledge.

Accordingly, the quality of work life is an attitude for the job, a sense of corporate identity and social health in the workplace. Quality of life is both a method and a moral purpose. Nowadays attention to the quality of working life is a reflection of the importance that they give to everyone. People give their best efforts in achieving the goals of the organization, interest in knowing how attention is paid to their expectations, desires, needs and dignity (Elmi, & Hashemzadeh, 2009). Good quality of work life can increase job satisfaction and job performance, reduce absenteeism and increase organizational effectiveness and organizational commitment

(Golkar, 2013, p. 215). Quality of work life is an important way of motivation in the design and job enrichment is rooted in the attitudes of staff motivation which is one of the most important issues in the sociology of work and employment in organizations, nowadays. Which requires increasing special attention? The quality of life includes all works to preserve and protect flesh and spirit of the staff and provide their satisfaction, contentment and trust (Elmi and Hashemzadeh, 2009).

## LITERATURE REVIEW

**Rathamani & Rameshwari ramchandra (2013)** in their study focused to examine the quality of work life of employees in Textile industry Sipcot, perundurai. The research findings reveals the facts that motivational insight viz, promotion, insurance protection, training, awards recognition has been influencing factors of quality of work life. Quality of work life influence job security, good working condition, adequate and fair compensation and monetary rewards. The respondents have given favorable response on the job satisfaction, safety and healthy working condition opportunities to develop human capacities and opportunities for continued growth and security of their organization. Then also expect higher compensation from their employees. **Subhashini & Ramani Gopal (2013)** the objective of the study is to analyze the association between the total work experience of the women expectations and required changes. The research design chosen was descriptive in nature. The study indicated that increase in quality of work life results in increase in productivity and recommended that an attractive pay scale can be offered and permissible leave limits can be extended. **Nanjundeswaraswamy Swamy (2013)**. Quality of work life is important for all organizations to maintain and attract the employees. It is also revealed that adequacy of resources is more correlated and training and Development are less correlated with quality of work life in teaching staffs and in case of non-teaching staffs compensation and reward are more correlated and work environment is less correlated with QWL. The study indicated that enhancement in the dimensions of QWL, can lead to increase in overall quality of work life of faculties. **Pothigaimalai & Buvaneshwari, et.al (2014)** Explain the success of any organization depends on the efficiency of labour are increasing the efficiency. The organization promote of Quality of work life in the employee. The project indicates the management has taken the job environment into the concern and has done the best to keep their employees happy. A man happy and a happy working atmosphere make a happy man to contribute more.

## SCOPE AND SIGNIFICANCE OF STUDY

The scope of the study is confined only to the Rudrapur with special reference to the employee satisfaction in Mahindra & Mahindra Ltd tractor division. This study will provide information about the level of satisfaction of employees in Mahindra and Mahindra. Employee job satisfaction is very important for employees as well as management. It will give an idea about the employee's loyalty towards their job and what they feel for their job. This study will highlight quality of work life experienced by employees and organizational effort to improve quality of work life and helpful in minimizing the conflict arising between employees and management and providing solution for the betterment of employees.

## OBJECTIVES OF THE STUDY

The specific objectives of the present study are as follows:

1. To identify the quality of work life experienced by the employees.
2. To identify the factors affecting quality of work life.
3. To analyze the measure adopted by the organization to improve the quality of work among employees.

## POLICY OF THE COMPANY

Mahindra and Mahindra Tractor Division adopt “**total productive maintenance**” as a means of creating safe and participative work environment in which all employees target the elimination of losses in order to continuously enhance the capacity of its processes, leading to higher employee morale and greater organizational and customer profitability.”

## HEALTH AND SAFETY & ENVIRONMENT

Mahindra and Mahindra Tractor Division is having a Health, Safety & Environment policy administered by Safety Department. There is a Safety Committee having equal participation from Management and Workers. Mahindra and Mahindra tractor division undertakes regular training on Safety Awareness, Fire Fighting & First Aid. On Safety day/week celebration, safety competitions are held for motivation of employees. Regular Plant inspection is carried to control unsafe act and practices. Mahindra and Mahindra Tractor Division are deeply committed to be a good corporate citizen by being a proactive and responsible member of the community and the environment in which it operates. Out of this commitment Mahindra CIE has set few Initiatives rolling’.

Sustainability Initiatives:

**Sustainability- A commitment towards a better environment**

Water Conservation	Environment	Energy Conservation	Waste
Rain Water Harvesting.	Plantation and maintenance of trees in the company premises.	Reducing Electricity & Oil consumption.	Disposal of Industrial Waste is handled through scientific methods.
Recirculation of Industrial water.	Air Pollution control and abatement through capital investment.	Conducts TERI/third party Audits.	Technology of Bio Degradation of Non-Industrial Waste.
Reuse water from Sewer Treatment Plant.	Waste from Company's canteen and housing colony is converted into organic fertilizer.	Working on EN16001 certification.	Working with leading institutes in India for up cycling of waste.
Arrest Leakages.		Video Conferencing for reducing Scope III emission.	

**RESULTS AND FINDINGS:****SOCIO- DEMOGRAPHIC FINDINGS OF THE RESPONDENTS**

The socio- demographic characteristics were measured with respect to age, qualification, experience, monthly income and marital status. Table 1.1 compiles the respondent's profile. This section provides the detail finding of demographic aspect of the sample respondents; which are further discussed with their respective tables and figures.

**Table 1.1: Socio-Demographic profile of Respondent.**

S.No	Socio-demographic characteristics	Frequency(n=100)	Percentage%
<b>a.</b>	<b>Age groups( years)</b>		
	20 -30	23	23
	31-45	68	68
	46 +	9	9
<b>b.</b>	<b>Qualification</b>		
	12 <sup>th</sup>	0	0
	Graduation	66	66
	Post-Graduation	34	34
<b>c.</b>	<b>Experience</b>		
	-1	8	8
	1-5	34	34
	6-10	30	30
	10+	28	28
<b>d.</b>	<b>Income</b>		
	-10,000	0	0
	10,000-20,000	13	13
	30,000-40,000	35	35

	40,000+	52	52
<b>e.</b>	<b>Marital status</b>		
	Married	69	69
	Unmarried	31	31

Sources: Data collected through questionnaire.

### 1.2 Composition of respondent on the basis of Age

The age wise distribution of sample employees is depicted in the table 1.2 and figure 1.1.

**Table 1.2** Distribution of the respondents according to their Age.

S.No	Age group	Frequency	Per cent%
1	20-30	23	23
2	31-45	68	68
3	46 and above	9	9
<b>Total</b>		<b>100</b>	<b>100</b>

Sources: Data collected through questionnaire.

The table 1.2 shows the demographic information of Employees. It shows that majority (68%) of respondents were between the age of 31 to 45 years, and (23%) of respondents were between the age of 20 to 30 years, the least number of respondents were of the 46 and above. Which was (9%).

### 1.3 Composition of respondent on the basis of Qualification

The Employees were categorized in term of level of qualification of the respondent with respect to the used by them using frequency table 1.3 and figure 1.1.

**Table 1.3: Education of the Sample Employees.**

S.No	Qualification	Frequency	Per cent%
1	High school	0	0
2	Graduation	66	66
3	Post-Graduation	34	34
<b>Total</b>		<b>100</b>	<b>100</b>

Sources: Data collected through questionnaire

With regard to the qualification status of respondent, majority of respondents 66 (66%) were found to be graduated, 34(34%) were found to have post-graduate degree and no respondent were High school.

### 1.4 Composition of respondent on the basis of Experience

The populations were categorized in term of Experience of the respondent with respect to the used by them using frequency table 1.4 and figure 1.1.

**Table 1.4: Experience of the Sample Employees.**

S.No	Experience	Frequency	Per cent %
1	Less than 1 year	8	8
2	1-5 years	34	34
3	6-10 years	30	30
4	More than 10 years	28	28
<b>Total</b>		<b>100</b>	<b>100</b>

Sources: Data collected through questionnaire.

It is manifested from graph that majority of employees had 1 to 5 years of experience 34 per cent further 30 per cent of respondent had 6 to 10 years' experience. Furthermore 28 percent respondent were having more than 10 years' experience and least number

of respondents had less than one year experience which was accounted 8 per cent.

### 1.5 Composition of respondent on the basis of monthly income

The sample employees were categorized on the basis of respondent's level of monthly income into four categories i.e. income Below 10,000, 10,000-20,000 and 30,000-40,000 and 40,000 & above. The statistics are depicted in table 1.5 and figure 1.1.

**Table 1.5: Composition of respondent on the basis of Income of Respondent.**

S.No.	Income	Frequency	Per cent%
1	Less than 10,000	0	0
2	10,000-20,000	13	13
3	30,000-40,000	35	35
4	More than 40,000	52	52

**Sources:** Data collected through questionnaire.

The monthly income distribution of the respondents is presented in figure 1.1 above. The results shows that 52 per cent earned more than 40,000 rupee; 35 per cent earned between Rs. 30,000 and 40,000 while remaining 13 per cent had 10,000 and 20,000 rupees.

### 1.6 Composition of respondent on the basis of marital status

The marital status of the sample respondent is depicted in table 1.6 and figure 1.1.

**Table 1.6: Composition of respondent on the basis of marital status of Respondent.**

S.No	Marital status	Frequency	Per cent%
1	Married	69	69
2	Unmarried	31	31
<b>Total</b>		100	100

**Sources:** Data collected through questionnaire.

It is crystal clear from the graph that majority of the respondents were married 69 per cent and remaining were unmarried which was 31 per cent

## ASSOCIATION OF DEMOGRAPHIC VARIABLES WITH THE FACTORS AFFECTING QUALITY OF WORK LIFE.

**Table 1.7 Association of demographic variables with the factors affecting quality of work life**

Table 1.7 showing the association of demographic variables with the factors that influencing quality of work life i.e. Reward system, Performance appraisal, Training, satisfactory salary, physical working condition, working in night shifts, skills & ability, welfare activities and organizational atmosphere after calculating the association the result and the inference are also discussed:

S.No	Factors	Age	Qualification	Experience	Income
F1	Reward system in the organization	0.074 (0.467)	-0.091 (0.367)	0.035 (0.731)	-0.007 (0.946)
F2	Performance appraisal on the basis of merit and performance	0.101 (0.317)	0.014 (0.888)	-0.057 (0.570)	0.042 (0.681)
F3	Training for enriching the skills of employees	0.100 (0.321)	0.148 (0.142)	0.042 (0.676)	0.064 (0.528)
F4	Training improves the productivity of the company and employees	-0.024 (0.810)	0.028 (0.781)	<b>-0.254*</b> (0.011)	-0.005 (0.963)
F5	Organization provide satisfactory salary according to work	-0.013 (0.895)	0.025 (0.808)	0.027 (0.790)	0.064 (0.527)

F6	Physical working condition in the company	0.086 (0.393)	0.025 (0.805)	0.034 (0.737)	0.038 (0.710)
F7	Company take care of the employees working in night shift	-0.158 (0.115)	0.006 (0.953)	0.139 (0.167)	-0.085 (0.399)
F8	Job allows to employees to use their skills and abilities to the maximum level	0.184 (0.066)	0.062 (0.541)	0.091 (0.369)	-0.109 (0.282)
F9	Welfare activities of the employees	<b>0.286**</b> (0.004)	0.068 (0.502)	-0.023 (0.821)	-0.055 (0.589)
F10	Organizational atmosphere is based on fairness, integrity and trust	-0.075 (0.461)	-0.046 (0.652)	0.025 (0.808)	0.044 (0.633)

\*\*correlation is significant at the 0.01 level

\*correlation is significant at the 0.05 level

**Note:** Figures given in parenthesis are level of significance

Inference: from the correlation matrix, it is found that factor four and experience has negative and significant correlation. It means that higher the experience, lower will be the chances that training will improves the productivity of the company and employees and vice-versa. On the other hand, welfare activities of the employees and age was found to be positively correlated and were significant at 1 per cent. It means that both these variables move in the same direction i.e. with increase in age, welfare activities of the employees also increases and vice-versa. All the other variables were found to be uncorrelated with each other.

### 1.8 FACTORS AFFECTING QUALITY OF WORK LIFE

This section is focus on the factors affecting quality of work life. The mean was calculated. Result and inferences are shown below in table 1.8.

**Table 1.8 : Mean of Factors affecting quality of work life**

S.No	Factors	SA(5)	A(4)	N(3)	D(2)	SD(1)	Mean	Rank
1.	Organization is providing best health care and medical facilities to the employees	40	32	28	0	0	4.12	III
2.	The compensation provided by the organization helps you in maintain desirable standard of living	49	35	16	0	0	4.33	I
3.	The reward system in the organization is efficient	28	50	22	0	0	4.06	IV
4.	The organization makes performance appraisal on the basis of merit and performance	43	42	15	0	0	4.28	II
5.	The working time allocation is according to the standard over ( as per the government norms)	40	30	16	14	0	3.96	VI
6.	The job allows me to use my skills and abilities to the maximum level	34	33	27	6	0	3.95	VII
7.	The superior is concerned about the welfare activities of the employees	27	48	25	0	0	4.02	V
8.	The organizational atmosphere is based on fairness, integrity and trust	29	44	27	0	0	3.99	VIII

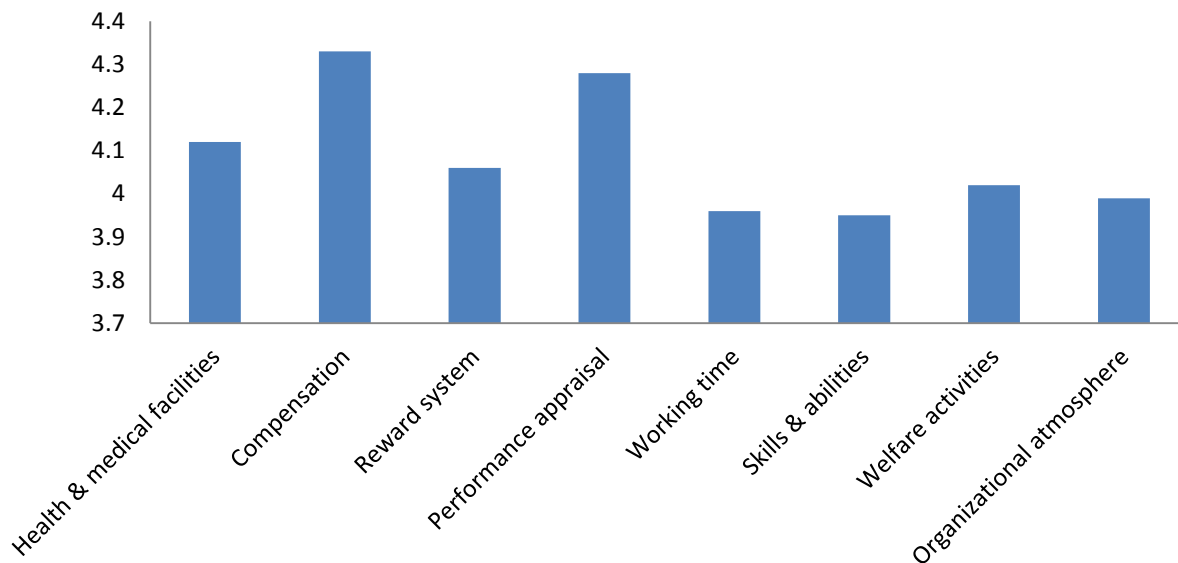
**Source:** Data collection through questionnaire.

This portion consist the distribution of respondent on the basis of their responses on rating scale with five parameters i.e. Strongly



agree (1), Agree(2), Neutral(3),Disagree(4),strongly disagree(5) regarding the factors influencing quality of work life of employees to the same which is illustrated in the table 1.8 and figure 1.7. This section further consist the mean of employees perception towards quality of work life.

### factors affecting QWL



#### Factors affecting quality of work life of employees.

It was noticed that compensation was the main factors which influence quality of work life of employees and got the first rank. Whereas performance appraisal ranked second and health & medical facilities third ranked. Organizational atmosphere was the least influencing factor in which influence the quality of work life of employees.

#### MEASURES ADOPTED TO IMPROVE THE QUALITY OF WORK LIFE

- The compensation of the employees should be linked with the productivity .It will motivate the employees to work hard and simultaneously it will be beneficial to the organization also.
- An appropriate training and development application keeps employees up to date, less monitoring work; increase their self-confidence, which reduces discomfort on the workplace and also increases production of the company.
- The job should enable employees to maximize their skills and abilities in order to achieve successful results / results / achievements of the company.
- A good relationship between employers and employees who treat employees with respect and self-esteem contributes to creating a friendly and healthy atmosphere in an organization.
- In order to increase the productivity of the employees, the management should distribute the working time according to the standard (as per the government norms)

#### CONCLUSION

The study indicates that the quality of working life of Mahindra and Mahindra Ltd tractor employees is good. This research shows some of the small gaps in employee satisfaction towards the company. The quality of working life can be improved through good supervision, good working conditions, good pay and benefits and rewarding work, more positive processes of industrial relations and the opportunity to improve the quality of working life. Positive working relationships should ensure that better wages, flexible working hours, a helpful work environment, employment benefits, career opportunities, job satisfaction and meaningful worker participation in the decision-making process, etc. ultimately lead to better quality working life. Because people are the backbone of the organization, each organization needs to meet some of the basic needs and requirements of its employees, because gratified and motivated employees are the source of organizational goals The key findings of this research that compensation is the main factor which affect the quality of work life of employees .welfare activities and age has positive relation i.e. both these variables move in the same direction.

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