

## Evaluating Job Satisfaction using QWL in Maruti Udyog Private Limited

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### **Abstract**

Quality of Work Life of employees is important to attract and retain skilled and talented employees. It offers a value frame and a social technology of organizational change leading to task effectiveness of micro entities through utilization and unfolding of human potential. Considering the contributions of Quality of Work Life in the recent times, a more comprehensive review is attempted here. In this paper, the impact of Quality of Work Life on the job satisfaction of employees has been described through a case study of Maruti Udyog Private Limited (Gurugram). Different criteria are undertaken into consideration while describing the impact of Quality of Work Life on the job satisfaction of employees such as Work environment, Job satisfaction, Opportunities for Growth and Advancement, Adequate and fair compensation, Emotional Intelligence, Organizational commitment, Organizational culture, Relationship and co operations, Job security, Occupational stress, Nature of Work, Facilities, Autonomy of work, Employee Attitude, Job Challenges/Job responsibility, Training and Development, Adequacy of resources. In this paper different types of work solutions are discussed to improve the work life of employees.

**Keywords:** *Quality of Work Life, Job satisfaction, Work Life, Working Environment*

### **Introduction**

The term 'Quality of Work Life' represents a concern for the human dimensions of work. Quality of Work Life activity gained importance between 1969 and 1974, when a broad group of researchers, scholars, union leaders and government personnel developed interest in how to improve the quality of an individual through on-the-job experience. It emerged in a much

broader perspective after the Arden House meet in New York in 1972, which led to the establishment of the International Centre of Quality of Work Life. It is a worldwide problem and concern for improving. It has been increasing since 1960s giving importance to the human aspects of work that was focused on the quality of the relationship between employees and the working conditions. Quality of Work Life has been defined as the quality of relationship between employees and the total working environment. It seeks to create those conditions in the organization which promote individual learning and development. It provides individuals with influence and control over what they do and how they do it and it also make available to the individuals interesting and meaningful work as a source of personal satisfaction and a means to valued personal rewards. Walton defines Quality of Work Life as a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. Due consideration is given to the factors like wages, working hours, working conditions, workers' participation in management.

Job satisfaction or Employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction). E. A. Locke defines Job satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience.

### **Review of Literature**

**Richard and Walton (1975)** Stressed upon eight dimensions that make up quality of work life as adequate and fair compensation, safe and healthy working condition, immediate opportunities to use to develop human capacities, future opportunities for continued growth and security, social integration in the work organization, constitutionalism and rights for

privacy in the work organization, work and total life space refer to the balanced role of work, social relevance of work.

**Taylor (1979)** identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. It was suggested that a number of other aspects could be added, including : individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. It was also suggested that relevant quality of working life concepts may vary according to organization and employee group.

**Sinha (2012)** explored the factors of quality of work life experiences in organizations. The results indicated that factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique quality of work life within their socio technical systems for eliciting favourable job related responses.

**Bharathi et al (2013)** highlighted the quality of work life of college teachers under various dimensions. The study found that there is a significant association between qualities of work life in teaching environment. It shows quality of work life of college teachers in low level.

**Hackman et al (2015)** examined that the measuring the quality of work life with the help of a self-developed measuring scale among the third grade employees of Naini Industrial area. The study was limited to Naini. Results showed that the organizations lack on certain factors such as working conditions canteen, rest room facilities, good rewards, recognition and timely and performance based promotion policy. The organizations need to modify the reward system.

### **Objectives of study**

To describe the level of Quality of Work Life of Employees of Maruti Udyog Private Limited and also to give workable solutions in order to improve their work life.

### **Research Methodology**

The main purpose of this study is description of state of affairs, as it exists at present. The information is collected from the employees of Maruti Udyog Private Limited and analyzed with the help of different statistical tools for describing the relationship between various variables pertaining Quality of Work Life and Job satisfaction.

### **Research Design**

Descriptive Research Design is used in the study.

### **Locale of the study**

The study was conducted in Gurugram.

### **Universe of the study**

Population consists of all employees in the organization.

### **Sample Size**

Data was analyzed on the basis of responses provided by 300 respondents.

### **Sampling Method**

Convenience sampling method was followed.

### **Research Instrument and Method**

Well-structured questionnaire was developed for conducting the study. Questionnaire was designed to obtain the perception of the employees of Maruti Udyog Private Limited. The collected data was consolidated, tabulated and analyzed by using statistical tools like percentage analysis.

### **Limitations of the study**

This study confined only to Maruti Udyog Private Limited and the limitations of the study are as under:

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

### Data analysis

#### Combined Response of Employees

S. No.	Perception	Response of Employees					Total
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
1	Employees satisfaction regarding clean and transparent environment	60 (20%)	120 (40%)	60 (20%)	30 (10%)	30 (10%)	300 (100%)
2	Employees satisfaction regarding their skills and abilities fully utilized or not	30 (10%)	150 (50%)	60 (20%)	20 (6.7%)	40 (13.3%)	300 (100%)
3	Employees opinion regarding health facilities in the organization	140 (46.7%)	40 (13.3%)	40 (13.3%)	60 (20%)	20 (6.7%)	300 (100%)
4	Employees opinion regarding opportunities for their development	142 (47.3%)	6 (2%)	72 (24%)	80 (26.7%)	0 (0%)	300 (100%)
5	Employees opinion regarding their satisfaction with the way they balance personal and professional life	0 (0%)	230 (76.67%)	70 (23.33%)	0 (0%)	0 (0%)	300 (100%)
6	Opinion of Employees regarding if the job enhances the social prestige	0 (0%)	180 (60%)	40 (13.33%)	60 (20%)	20 (6.67%)	300 (100%)
7	Future of Quality of Work Life in the organization is bright	0 (0%)	180 (60%)	30 (10%)	40 (13.33%)	50 (16.6%)	300 (100%)

S.No.	Perception	Yes	No	Total
1	Employee satisfaction with their present scale	90 (30%)	210 (70%)	300 (100%)
2	Employees satisfaction regarding promotion policies	180 (60%)	120 (40%)	300 (100%)
3	Employees opinion regarding safe working environment	220 (73.3%)	80 (26.6%)	300 (100%)
4	Employees opinion regarding their job security	300 (100%)	0 (0%)	300 (100%)
5	Satisfaction of Employees with the complaint redressal mechanism of the organization	200 (66.6%)	100 (33.3%)	300 (100%)
6	Opinion of Employees regarding fair treatment in the organization	240 (80%)	60 (20%)	300 (100%)
7	Are you satisfy with job	160 (53.33%)	140 (46.67%)	300 (100%)
8	Does plant provide recreational facility	180 (60%)	120 (40%)	300 (100%)
9	Does your organization provide facilities for self-improvement	230 (76.67%)	70 (23.33%)	300 (100%)

S. No.	Perception	Always	Seldom	Never	Total
1	Employees opinion regarding involvement in decision making	60 (20%)	90 (30%)	150 (50%)	300 (100%)
2	Employees opinion if the supervisor help them in doing their work	44 (14.67%)	130 (43.33%)	66 (22%)	300 (100%)
3	Employees opinion regarding their work recognition	100 (33.33%)	120 (40%)	80 (26.67%)	300 (100%)
4	Employees opinion regarding their consideration of suggestions by the superior management	140 (46.67%)	40 (13.33%)	120 (40%)	300 (100%)

## Findings

The main objective of the present study was to study the prevalent Quality of work life of the employees at the Maruti Udyog Private Limited(Gurugram). The result of the study revealed that the working environment is clean and transparent. In bright environment human beings become active and it helps in improving their productivity and performances. Position frame of mind is the outcome of bright environment. In a comfortable environment with proper humidity and temperature with no dust and no noise they can concentrate their minds on their jobs without paying attention to other items. This leads to good result in working of the employees. Regarding their pay scale the majority of employees are not satisfied with their present scale. Almost 70% of the employees are not satisfied with their present scale. Near about 30% of the employees are satisfied with their pay scale. So the need of the hour is to provide incentive and enhanced pay scale to employees. It has been found in the study that 60% of the employees are satisfied with their promotion policies provided in their respective department. This psychological feeling affects the working attitude of employees in the plant. The prevailing benefit schemes are also playing a significant role in the job satisfaction of employees. The study also reveals that majority of the employees are satisfied that their skills and abilities are fully utilized. If the knowledge of the employees is fully utilized then the plant will automatically grows with the faster rate. It has been found that about 50% of the employees are not given chances to participate in the decisions of management. They are not given opportunity to involve in the decisions which affect their working. The decisions of top management are imposed on the employees. So for proper working and desired results the employees' voice should be heard and they should be involved in decision making process to get their full cooperation to achieve the goals of the organization. Majority of the employees (46.67%) are strongly agreed that they are provided better health facilities. The organization provides good facilities so that the employees get motivated and feel safe while working. Regarding the working environment majority of the employees is satisfied and working conditions are safe, but 26.6% of the employees are not satisfied with the working environment. The workers should be made to feel a sense of identity with the organization and develop a feeling of self-esteem. Openness, trust, sense of community feeling, scope for upward mobility, equitable treatment etc. are essential for this purpose. Social integration in work organization will definitely encourage workers to act as a unity and it provides them a

lot of team spirit. Regarding the job security all the employees are satisfied as their jobs are secured. Job security helps in retaining the experienced employees. Majority of the employees' i.e. 47.3% are strongly agreed that they are given opportunities for their development. The management supports them and provides them opportunity for their growth and development. Workers will be most satisfied when they are given opportunities to use and develop their capabilities. According to Maslow, people want to satisfy their higher order needs once they satisfy their basic needs like fair compensation and good physical conditions. Freedom to do work, periodic discussion with workers, calling for their suggestions, and framing work groups such as quality circles help employees to improve their capabilities on job. Majority of the employees (43.33%) stated that their superiors help them seldom whereas 35.3% of the employees stated that their supervisors never help them and 21.33% viewed that they are always helped by their supervisors. The result of the study shows those supervisors are helpful to the employees in getting their jobs done. This psychological feeling affect the working attitude of employees in the plant. The benefit schemes if prevailing in the plant also plays a significant role in job satisfaction of employees. Majority of the employees reported that they seldom got appreciation when they do good work and 33.3% respondents stated that their work was always appreciated by their superiors. 26.6% employees found unsatisfied and reported that they never got appreciation of their work done. But it is necessary for the development of the employees to appreciate their work. 46.6% of the employees expressed that their suggestions are considered by the management. 13.3% of employees said that their suggestions are seldom considered by the management and 40% of the employees said that their suggestions are not at all considered. It is clear from the result the employees suggestions are given due weightage by the management. Employees feel motivated and work efficiently. The complaint redressal mechanism of the plant was found very effective as majority of the respondents i.e. 66.6% are satisfied with the complaint redressal mechanism of the plant. However, 33.3% of the employees are not satisfied with the complaint redressal mechanism of the plant. It is very necessary for the encouragement of the employees that their complaints should be handled within time so that there is no interruption in the work and it should complete within time. 80% of the employees feel that they are treated fairly by the management. 20% of the employees say that they are not getting fair treatment in the plant. Equitable treatments of



workers by the management, privacy, proper process of discipline, facility to talk to the management without fear etc. are the part of constitutionalism. Even though constitutionalism may not satisfy or motivate workers considerably, absence of this will be definitely felt by the employees and may have adverse impact. Majority of the employees says that they are not satisfied by their jobs because they are not getting pay according to their qualification and performances. Majority of employees are of the opinion that after having good qualification and better performances there is no increase in the pay scale and also the promotion is not within the time. The study also reveals that the employees are facing problems like non availability of material, heavy workload and lack of team spirit. Also the top management expectations are very high and it is very difficult for the employees to meet the expectations of the top management. The study reveals that majority of the employees says that they are given recreational facilities that's why they get relief and do their work more efficiently and effectively. Majority of the employees says that they are given facilities for their self-improvement by the plant authorities. Opportunities for continued growth and security can reduce stress and improve morale. The Plant assigns the work on the basis of abilities of the employees. Facilities for individual creative work and for using new knowledge for further work assignment are also provided by the plant. The study found that 60% of the employees are agreed that the job enhances their self-prestige. However, 13.3% respondents expressed no opinion and 6.66% are strongly disagreed. It has been found in the preset study that 60% of the employees feel that the future of the Quality of Work Life is bright in the plant. If the plants provide better facilities and provide them opportunities for their growth and development, the employees also do their work effectively and efficiently and automatically the future of the plant brightens.

### **Conclusion**

From the above analysis regarding Impact of quality of work life on job satisfaction of employees it is clear that proper planning and implementation of the quality of work life will result in the overall development of the organization. Quality of work life programmes should be implemented with the cooperation of management and employees. The employees should be involved in decision making process for achieving the organizational objectives effectively and efficiently. The findings pointed out that stressful working condition tend to create symptom of distress among the employees. So the management has to take steps to

maintain and improve the quality of work life in the organization. It is not an easy task for management and the organization to design and adapt Quality of Work Life effectively without the support and dedication from the employees themselves. However, both management and the organization can plan and design the best fit approach for the benefit of all. It is not just the monetary based benefits that human capital seeks today there are other aspects that motivate and enhance their job involvement and affective commitment such as opportunities at work.

In conclusion, the research findings presented have demonstrated that satisfactory qualities of work life enhance job involvement which relates to affective commitment. If employees working in well conditions and are given ample opportunities for their growth then they surely get committed to their work. Therefore, organizations should strive to provide good quality of work life to obtain the best results from their employees.

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