

UNDERSTANDING THE PREVALENCE AND EFFECT OF QUALITY OF WORKLIFE IN THE PUMPS INDUSTRY

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ABSTRACT

Quality of Work Life (QWL) policies are increasingly becoming part of the business strategies and focus is on the quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions. 'Quality Work Life' emphasises on how an employee and employer should keep a proper balance between their work and family. It emphasises how people can keep balance by making their work timings flexible. QWL basically is all about employee involvement, which consists of methods to motivate employees to participate in decision making. This helps in building good relationships. The present paper is an attempt to review the literature and the studies done in past to establish a relationship between QWL and employee performance in the Pumps Industry. This study is a means to appreciate the nitty-gritty involved in employee's relationship with their organisation and employers. It helps to understand how organisations keep constant check of health and safety so as to run their business smoothly.

KEYWORDS: Quality of Work Life, Pumps Industry, Job

INTRODUCTION

Quality of work life is being used these days by organizations as a strategic tool to attract and retain the talent. The term (QWL) refers to the favourableness or unfavourableness of a total job

Environment for people. QWL policies are increasingly becoming part of the business strategies and focus is on the quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions. The elements in a typical QWL program include-open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making.

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 (Sandrick, 2003). 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. (Straw, R.J. and C.C. Heckscher, 1984).

The success of any organization is highly dependent on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life'(QWL) to satisfy both the organizational objectives and employee needs. The term (QWL) refers to the favorableness or unfavourableness of a total job environment for people. QWL programs are another way in which organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation.

REVIEW OF LITERATURE

According to (Grayson, 1973) Both employers and employees now better appreciate the importance of the Quality of work life in an organization. Quality of worklife is important to organizational performance.

According to (Ghosh, 1992) Quality of work life is an important factor that affects motivation at work.

Gardon, (1984) suggest that the Quality of work life programmes has two objectives: to enhance the productivity and the satisfaction of employees Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones.

Glasier (1976) thinks that quality of work life implies job security, good working conditions, adequate and fair compensation, more even than equal employment opportunity all together.

In their excessive literature review Katzell et. Al (1975) viewed quality of work life more broadly as an individual's evaluation of the outcome of the work relationship. They observed that a employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well and feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values.

Walton (1973) suggested eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalization and total life space and social reliance. Various other studies conducted on quality of work life include employment conditions, employment security, income adequacy, profit sharing, equity and other rewards, employee autonomy, employee commitment, social interaction, self- esteem, self- expression, democracy, employee satisfaction, employee involvement, advancement, relations with supervisors and peers and job enrichment

Runcie (1980) remarked that should an employee have positive perception of the quality of worklife in the company, he would further probably strive to further improve the working conditions, increase production and quality products. The experiences of a fair number of organizations indicate that a number of specific roles and structures and the support systems, must be in place and functioning effectively in order that the quality of work life programmes remain viable grow, involve, permeate the organizational culture and produce long term success and benefits.

Ledford and Lawler (1982) things that the cross nation experiences amply demonstrate that improvement in quality of work life has definite potential and scope in improving productivity

Havolovic, (1991). Yet inspite of the plethora of research on the subject, the efforts on the part of researchers to identify the factors of quality of work life in the Indian context have not been encouraging.

Buchanan and Boddy, (1982) things that overall organizational effectiveness as also reducing grievances, turnover and absenteeism and industrial accidents

Hackman (1980) is described QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, career growth opportunities, etc

Cunningham and Eberle (1990) identified that the work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL.

Hosseini and Jorjatki (2010) that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations.

According to Rethinam (2008) QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life and also he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

OBJECTIVES OF STUDY

- To find out the quality of work life of employees in pump industry
- To study the attitude of employees towards various welfare measures provided in the unit under study
- To find out employee problems and offer suitable suggestions on the basis of the findings

RESEARCH METHODOLOGY

This study was conducted through a questionnaire survey. The sample was taken from the employees of 5 companies in the Pumps industry. The sample comprised 100 employees from the shop floor level staff of the companies. The respondents were from The sample was drawn using Judgment and Convenience Sampling.

The questionnaire had 16 items under seven constructs. The constructs had emerged from the literature review undertaken in the beginning to understand the relevance of work life balance of employees.

- **Factor-1:** Adequate Income & Fair Compensation (2 statements)
- **Factor-2:** Safe & healthy working conditions (1 statement)
- **Factor-4:** Opportunity for career growth (2 statements)
- **Factor-5:** Social integration in the work force (3 statements)
- **Factor-6:** Constitutionalism in work organization (3 statements)
- **Factor-7:** Eminence of Work Life (2 statements)

In addition to questionnaires another tool used for primary data collection is through interviews with employees. Also secondary data has been collected from the following sources.

Document Review

Obtaining the actual forms and operating documents currently being used. Reviews blank copies of forms and samples of actual completed forms.

Observation

Analyzing annual reports and press releases, verifying the statements made during the interviews.

Web Search

The information related to outside region (other part of India and Globe) will be studied from internet to other published papers.

UNDERSTANDING QWL

The term refers to the favourableness or unfavourableness of a total job environment for people. QWL programs are another way in which organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation. The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasise development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations.

Vigorous Domestic and International competition drive organisations to be more productive. Proactive managers and human resource departments respond to this challenge by finding new ways to improve productivity. Some strategies rely heavily upon new capital investment and technology. Others seek changes in employee relations practices.

Human resource departments are involved with efforts to improve productivity through changes in employee relations. QWL means having good supervision, good working conditions, good pay and benefits and an interesting, challenging and rewarding job. High QWL is sought through an employee relations philosophy that encourages the use of QWL efforts, which are systematic attempts by an organisation to give workers greater opportunities to affect their jobs and their contributions to the organisation's overall effectiveness. That is, a proactive human resource department finds ways to empower employees so that they draw on their "brains and wits," usually by getting the employees more involved in the decision-making process.

EFFECTS OF QWL

QWL affects job involvement, sense of competence, job satisfaction and job performance. A favourable QWL results into positive consequences of these factors. Let us see how QWL affects these:

Job Involvement

Job involvement indicates the extent of people's identification with or ego investment in the job. Job involved people spend more time on job and turn out better performance. Challenging jobs, which have skill variety, influence

employees to get involved in their jobs. Similarly, people with high need for achievement and high work ethic feel involved in jobs.

Sense of Competence

It denotes the feeling of confidence that one has in one's own competence. Job design affects the sense of competence. As they engage themselves more and more in work activities, they acquire a great sense of competence and experience and higher level job involvement. This job involvement further adds to a sense of competence. Thus, sense of competence and job involvement produces high job satisfaction and productivity.

Job Satisfaction

It is a set of favourable or unfavourable feelings with which employees view their jobs more specifically the nature of jobs they do, the quality of supervision they receive, co-worker's pay and perks and promotional avenues. Job satisfaction affects job performance, employee turnover and absenteeism. High job satisfaction results into high work performance, less employee turnover and less absenteeism.

Job Performance and Productivity

Job involvement, job satisfaction and sense of competence affect job performance and productivity of employees. When the level of job performance and productivity factors - Job involvement, job satisfaction and sense of competence is high, we find that there is a fit among the predisposition of employees and the types of jobs they are assigned to do. Higher degree of participation increases the QWL and overall organizational climate.

QWL THROUGH EMPLOYEE INVOLVEMENT (EI)

One of the most common methods used to create QWL is employee involvement. Employee involvement (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organisation. Through (EI), employees feel a sense of responsibility, even "ownership" of decisions in which they participate. To be successful, however, EI must be more than just a systematic approach; it must become part of the organisation's culture by being part of management's philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett-Packard, IBM, General Motors, Ford, etc.

QWL AND EMPLOYEE INVOLVEMENT (EI) INTERVENTIONS

A wide variety of companies have undertaken interventions to create employee involvement or improved QWL. Examples include Motorola's participative management approach, Boeing's tiger teams, etc.

Circles

Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems. They are a highly specific form of team building, which are common in Japan and gained popularity in North America in the late 1970s and early 1980s. By the 1980s most medium- and large-sized Japanese firms had quality control circles for hourly employees. This effort began as a quality improvement program but has since become a routine procedure for many Japanese managers and a cornerstone of QWL efforts in many Japanese firms.

Several characteristics make this approach unique. First, membership in the circle is voluntary for both the leader (usually the supervisor) and the members (usually hourly workers). Secondly, the creation of quality circles is usually

preceded by in-house training. For supervisors these sessions typically last for two or three days. Most of the time is devoted to discussions of small-group dynamics, leadership skills, and indoctrination in the QWL and quality circle philosophies. About a day is spent on the different approaches to problem-solving techniques. The workers also receive an explanation of the supervisor's role as the group's discussion leader and information on the quality circle concept. Thirdly, as is pointed out in the training, the group is permitted to select the problems it wants to tackle. Management may suggest problems of concern, but the group is empowered to decide which ones to select. Ideally, the selection process is not by democratic vote but is arrived at by consensus, whereby everyone agrees on the problem to be tackled. (If management has been pressing problems that need to be solved, these problems can be handled in the same way that they were resolved before the introduction of quality circles).

When employees are allowed to select the problems they want to work on, they are likely to be more motivated to find solutions. And they are also more likely to be motivated to stay on as members of the circle and solve additional problems in the future.

Sociotechnical Systems

Another intervention to improve QWL is the use of sociotechnical systems. Sociotechnical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs. More than just enlarging or enriching a job, these approaches may result in more radical changes in the work environment.

Autonomous Work Groups

A more common, albeit still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors. The key feature of these groups is a high degree of self-determination by employees in the management of their day-to-day work. Typically this includes collective control over the pace of work, distribution of tasks, organisation of breaks, and collective participation in the recruitment and training of new members. Direct supervision is often necessary.

QWL is more likely to improve as workers demand jobs with more behavioural elements. These demands will probably emerge from an increasingly diverse and educated work force that expects more challenges and more autonomy in its jobs – such as worker participation in decisions traditionally reserved for management.

EMPLOYEE RELATIONS PRACTICES

Beyond structural interventions in the way people work together, virtually everything the human resource department does impacts employee relations directly or indirectly. Many activities are largely unnoticed by employees, including, for example, recruitment, selection, benefits administration and other important functions. Other activities only affect employees periodically, such as performance and salary review sessions. However, the department directly impacts individual QWL and employee involvement through its communications, counselling, and disciplinary practices.

Employee relation activities are shared with supervisors because of the growing complexity of organisations, laws, and union-management relations. Earlier in this century, for example, supervisors were solely responsible for employee relation practices and hiring, which led to unethical practices, such as favouritism and kickbacks to supervisors.

Today, with the need for uniform, legal, and corporation wide approaches, human resource specialists are given considerable responsibility for employee relations. The result is a dual responsibility between the department and supervisors. Of course, supervisors remain responsible for communicating task-related requirements. They are also responsible for counselling and disciplining their employees, within the guidelines established by the department. But, when serious problems are uncovered in counselling or a major disciplinary action is planned, human resource specialists are commonly involved to ensure fairness and uniformity of treatment.

Employee Communication

Information is the engine that drives organisations. Information about the organisation, its environment, its products and services, and its people is essential to management and workers. Without information, managers cannot make effective decisions about markets or resources, particularly human resources. Likewise, insufficient information may cause stress and dissatisfaction among workers. This universal need for information is met through an organisation's communication system. Communication system provides formal and informal methods to move information through an organisation so that appropriate decisions can be made.

All organisations have human resource communication systems. Most organisations use a blend of formal, systematically designed communication efforts and informal, ad hoc arrangements. For convenience, most of these approaches can be divided into downward communication systems, which exist to get information to employees, and upward communication systems, which exist to get information from employees.

Grapevine communication is an informal system that arises spontaneously from the social interaction of people in the organisation it is the people-to-people system that arises naturally from the human desire to make friends and share ideas. The human resource department has an interest in the grapevine because it provides useful, off-the-record feedback from employees, if human resource specialists are prepared to listen, understand, and interpret the information.

In-house complaint procedures are formal methods through which an employee can register a complaint. These procedures are normally operated by the human resource department and require the employee to submit the complaint in writing. Then an employee relation specialist investigates the complaint and advises its author of the results.

Rap sessions are meetings between managers and groups of employees to discuss complaints, suggestions, opinions or questions. These meetings may begin with some information sharing by management to tell the group about developments in the company. However, the primary purpose is to encourage upward communication, often with several levels of employees and lower-level management in attendance at the same time. When these meetings are face-to-face informal discussions between a higher-level manager and rank-and-file workers, the process may be called deep-sensing if it attempts to probe in some depth the issues that are on the minds of employees. These sessions also are called vertical staffing meetings because they put higher-level managers directly in touch with employees. Constructive suggestions sometimes emerge from these meetings.

Suggestion systems are a formal method for generating, evaluating and implementing employee ideas. This method is likely to succeed if management provides prompt and fair evaluations, if supervisors are trained to encourage employee suggestions, and if top management actively supports the program. Unfortunately, evaluations often take months to process or supervisors see suggestions as too much work for them with few personal benefits. As a result, many company suggestion plans exist on paper but are not very effective.

Attitude surveys are systematic methods of determining what employees think about their organisation. These surveys may be conducted through face-to-face interviews, but they are usually done through anonymous questionnaires. An attitude survey typically seeks to learn what employees think about working conditions, supervision and personnel policies. Questions about new programs or special concerns to management may also be asked. The resulting information can be used to evaluate specific concerns, such as how individual managers are perceived by their employees.

Employee Counselling

Counselling is the discussion of a problem with an employee, with the general objective of helping the worker either resolve or cope with it. Stress and personal problems are likely to affect both performance and an employee's general life adjustment; therefore, it is in the best interests of all those concerned (employer, employee and community) to help the employee return to full effectiveness. Counselling is a useful tool to help accomplish this goal. The success rate counselling program often is substantial.

Counselling is strictly a confidential relationship, and records of it should be restricted to persons directly involved in solving the counselling problem. These practices are necessary to protect employee privacy and to protect the employer from possible lawsuits for liabilities such as invasion of privacy or alleged slander. The policy of some firms is to refer all marital and family counselling to community agencies. These companies believe that, for reasons of employee privacy, they should not be involved in these problems. Employers also must be certain that their counselling programs comply with EEO regulations by providing equal counselling services to all protected employee groups.

Discipline

Counselling does not always work. Sometimes the employee's behaviour is inappropriately disruptive or performance is unacceptable. Under these circumstances, discipline is needed. Discipline is management action to encourage compliance with organisational standards. There are two types of discipline:

- Preventive Discipline
- Corrective Discipline

Preventive discipline is action taken to encourage employees to follow standards and rules so that infractions are prevented. The basic objective is to encourage self-discipline, and the human resource department plays an important role. For example, it develops programs to control absences and grievances. It communicates standards to employees and encourages workers to follow them. And it encourages employee participation in setting standards, since workers will give better support to rules that they have helped create. Employees also will give more support to standards stated positively instead of negatively, such as "Safety first!" rather than "Don't be careless!" effective discipline is a system relationship and the department needs to be concerned with all parts of the system.

Corrective discipline is an action that follows a rule infraction. It seeks to discourage further infractions and to ensure future compliance with standards. Typically the corrective or disciplinary action is a penalty, such as a warning or suspension without pay. These actions are usually initiated by an employee's immediate supervisor but may require approval by a higher-level manager or the human resource department. Approvals exist to guard against subsequent labour union or legal actions and to assure uniform application of rules throughout the organisation. Any appeals. Then go to higher levels in the company and I the union hierarchy.

BENEFITS OF IMPROVING WORK-LIFE BALANCE

Aiding Employee Recruitment and Retention

- More employees may stay on in a job, return after a break or take a job with one company over another if they can match their other needs better with those of their paid work.
- This results in savings for the employer – avoiding the cost of losing an experienced worker and recruiting someone new.
- Employers who support their staff in this way often gain the bonus of loyalty from those staff.
- The British Work-Life Balance Study 2000, including a representative survey of 2500 workplaces, found that 58 per cent of employers thought that work-life balance practices had improved staff motivation and commitment, and 52 per cent thought labour turnover and absenteeism were lower, and that they helped retain female employees. The Australian 2002 Benchmarking Study found that organisations implementing work-life strategies and evaluating them observed reduced turnover, absenteeism, and increased return from parental leave.

Reducing Absenteeism

- Many companies that have introduced family-friendly or flexible working practices have seen benefits through reductions in absenteeism. Sickness rates may fall as pressures are managed better, while employees may have better methods of dealing with work-life conflicts than taking unplanned leave.
- Workers (including their managers) who are healthy and not over-stressed may be more efficient.

Improving the Quality of People's Working Lives

- Minimising work-life role conflict can help prevent role overload and help people have a more satisfying working life, fulfilling their potential both in paid work and outside it.
- Work life balance can minimise stress and fatigue at work, enabling people to have safer and healthier working lives. Workplace stress and fatigue can contribute to injuries at work and at home.
- Self-employed people control their own work time to some extent. Most existing information on work-life balance is targeted at those in employment relationships. However, the self-employed too may benefit from maintaining healthy work habits and developing strategies to manage work-flows which enable them to balance work with other roles in their lives.

Matching People who Wouldn't Otherwise Work with Jobs

- Parents and careers, people with disabilities and those nearing retirement are among those who may increase their workforce participation if more flexible work arrangements are possible. Employment has positive individual and social benefits beyond the financial rewards.
- Employers may also benefit from a wider pool of talent to draw from – this is particularly to their benefit when skill shortages exist.
- The Baseline Study of Work-Life Balance Practices in Great Britain found that there was strong demand amongst lone parents, careers and disabled people for flexible working time arrangements.

Benefiting Families and Communities

- In a situation of conflict between work and family, one or other suffers. Overseas studies have found that family life can interfere with paid work, and the reverse. At the extreme, if family life suffers this may have wider social costs.
- Involvement in community, cultural, sporting or other activities can be a benefit to community and civil society at large. For instance, voluntary participation in school boards of trustees can contribute to the quality of our children's education. While such activities are not the responsibility of individual employers, they may choose to support them actively, since community activities can demonstrate good corporate citizenship, as well as helping develop workers' skills which can be applied to the workplace.

How can Work-Life Balance help improve our Health and Safety?

Part of achieving good work / life balance is ensuring work does not negatively impact on people's lives outside of work and their mental and physical health. There is particular potential for work-place stress and fatigue to spill over into the private sphere as well as Under the Health and Safety in Employment Act 1992, employers are responsible for controlling or eliminating hazards, which might cause injury or occupational illness. Stress and fatigue are implicitly included in this.

QWL MEASURES IN THE PUMP INDUSTRY

A leading pumps manufacturer in India with headquarters in Switzerland aims at motivating employees and creating high job satisfaction among their staff. Creating programs and policies that develop job satisfaction and serve to motivate employees takes time and money to create. When the employer understands the benefits of job satisfaction and motivation in the workplace, though, the investment in employee-related policies can be justified. The company provides bonuses and certain reward systems which have little impact on long-term organizational performance. This finding may or not be on the mark, but experts say having an appropriate reward system in place is still a must, and HR leaders should be instrumental in tailoring that system to fit their organizations and effectively communicate it to the workforce. The two-phase study, conducted by the HPO Centre, a global research organization, aimed to identify the factors that determine an organization's sustainable success. The first phase consisted of a literature review that focused on identifying characteristics of high performance and excellence -- characteristics that were subsequently tested in an empirical study in the second phase. The study found that the use of bonuses and some reward systems are a "hygiene factor" for organization. The company provides job security to their employees. If you have job security during bad economic periods then you won't have to spend your day & periods to worrying about how & where to get a job. You will have mental peace while others will have to spend their time in worries. Having a secure job will also bring about a certain stability in your employees career.

Another manufacturer known as India's leading and innovative solutions provider in hydraulic machines and systems provide Positive work environments which are essential for workers' mental and physical well-being, but they aren't created by accident. Good working conditions arise from values that the company views as important to its mission, such as ensuring a manageable workload, and promoting two-way communication through open office spaces and regular team meetings. Workers are also entitled to a safe, hazard-free environment.

The Employers who make a point of consistently communicating with employees get better performance results than those who ignore the concept. Communication builds morale and trust, which reduces turnover. When designing an office, employers should remember that fluorescent light isn't the only option, every employee should work in a space with some natural light. At a minimum planners should create common spaces that have natural light. The company also check the heating, ventilation and air conditioning system's performance. They ensure that the system works properly. For that reason, the employer designates a staff person to help the management company resolve complaints. The company provides Reward & Recognition which makes employee feel good about themselves and the work that they have done.

Another leading manufacturer of pumps and pump systems for heating, cooling and air-conditioning technology and for water supply and sewage disposal believe in motivating employees for creating high job satisfaction among their staff. Creating programs and policies that develop job satisfaction and serve to motivate employees takes time and money to create. When the employer understands the benefits of job satisfaction and motivation in the workplace, though, the investment in employee-related policies can be justified. People act because they feel that they have to. However, if they are motivated they make the positive choice to act for a purpose The first step in HR development which is adopted by the company is be it training, improvement or motivation -- is needs assessment. Increasing motivation requires you to pinpoint the exact areas of needed improvement. Start with a simple, anonymous questionnaire relating to personal goals and opinions about your business, employee satisfaction and management performance.

They also provide

- Safety and Security need
- Compensation and Rewards
- Job Security

A diversified leading manufacturer of highly engineered critical components and customized technology solutions for the energy, transportation and industrial markets follows the culture of continuous improvement and endeavours to build upon the ethical culture by integrating their values in all the business activities –

Work Place Safety: Whether it's a pump factory or an office cubicle, a safe workplace is the foundation for a successful workplace. When employees feel protected on the job, they can focus on more productive and rewarding endeavours such as product innovations and improved customer service. The Environment, Safety and Health Management System provides for the systematic control of environmental, safety and health (ESH) risks. Using this system, operational, administrative and cultural ESH processes are standardized and applied to continually improve environmental and occupational safety and health performance. The company has established a "zero accident" goal and provides a wide variety of health programs to help the employees maintain a high level of physical fitness. These range from

- Organizing health awareness programs,
- Conducting ergonomic study at our workplace to help prevent ergonomic injuries and safer workplace;
- Healthy lunch offerings.
- Annual preventive health screenings for our workers.

- Monthly industrial hygiene monitoring program which helps us to ensure our commitment to provide safe work place environment to our employees.

The company follows the flexible work-scheduling plan in which employees set their own arrival and departure times within specified limits. Job enrichment is one way which the company improved productivity In manufacturing electronic measurement, design, display, and control instruments and systems, job sharing and compressed work weeks improve the quality of work life for some employees by allowing them to strike a balance between work and family or other interests, the result is not likely to be universal. Although some employees may experience increased productivity by working 10-hour days, others may experience fatigue. Still others may be prompted to "moonlight" with a second job. People considering job sharing may worry that such a request may communicate a lack of commitment to the firm and cause them to lose their place on the fast track.

They provide

- Facilities
- Equipment
- Safety and Security need
- Compensation and Rewards
- Job Security
- Belongingness needs and Self Esteem needs
- Self esteem and Self Actualization needs

A major pumps and valves manufacturer provides and distributes water to private, public and industrial buildings believe in providing -

- Adequate and fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacities
- Opportunity for continued growth and security

DATA ANALYSIS AND INTERPRETATION

Factor 1: Adequate Income & Fair Compensation

1.1: I am satisfied with my income from work

1.2: Receive equal treatment in all matters like employee compensation, job security etc.

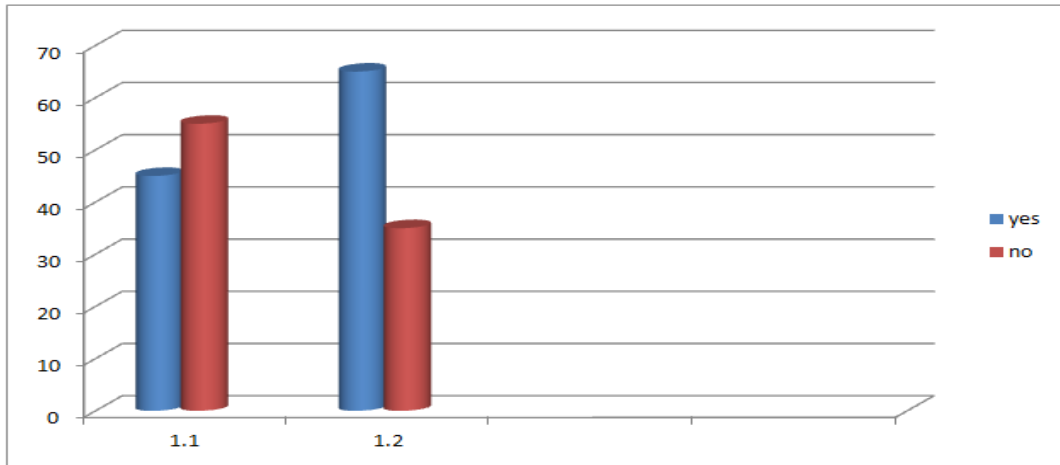


Figure 1: Adequate Income & Fair Compensation

45% employees are satisfied with their income & 55% employee not satisfied. : 65% employees think they receive equal treatment in all matters like employee compensation, job security etc. and 35% thinks they do not get the equal treatment.

Factor 2: Sufficient Safe & Healthy Working Conditions

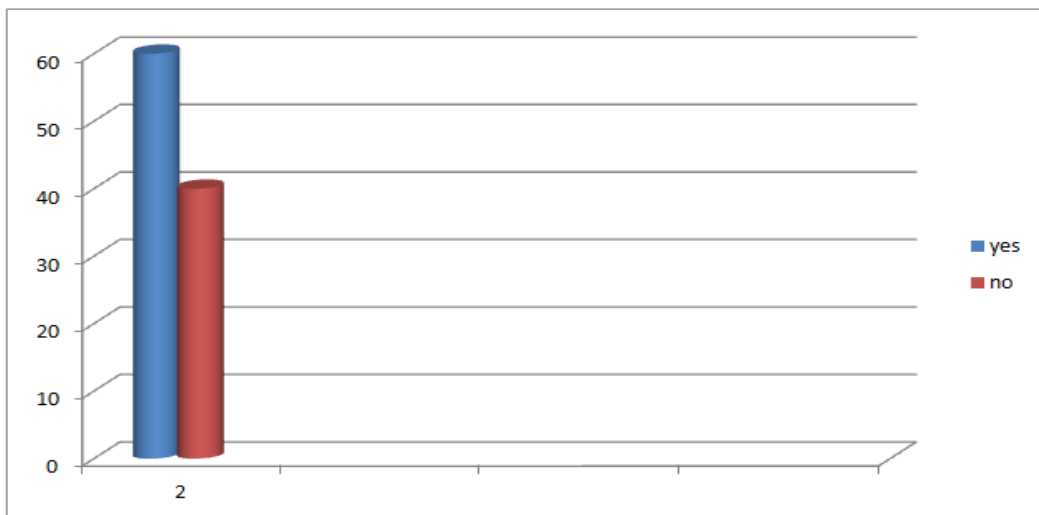


Figure 2: Sufficient SAFE & Healthy Working Conditions

60% said that they get sufficient Safe & healthy working conditions & 40% employee said no.

Factor-3: Opportunities to Use & Develop Human Capacity

3.1: Have freedom of taking decision for my job & implement them.

3.2: Get an opportunity to participate in the planning of my work

3.3: Idea that brings changes in the organization is appreciated

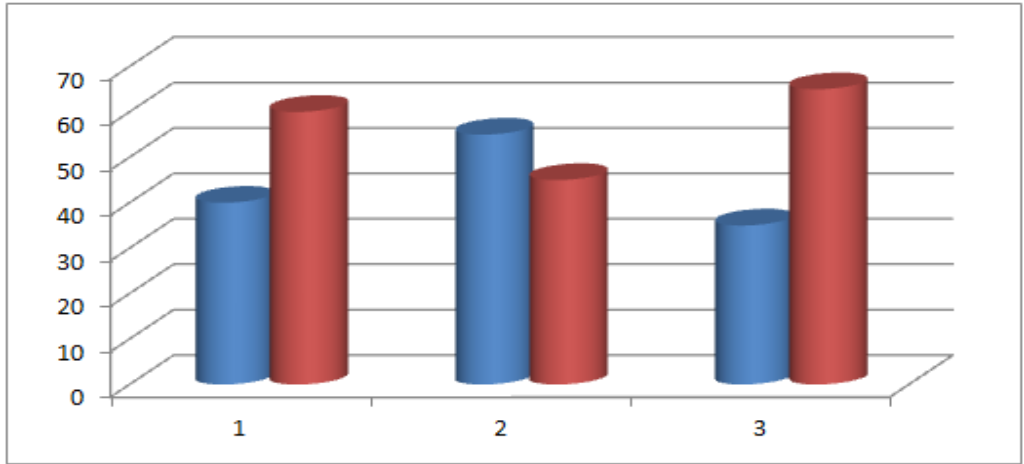


Figure 3: Opportunities to Use & Develop Human Capacity

40% employees said they have freedom of taking decision for their job & implement them and 60% employees said they did not get freedom of taking decision for their job & implement them.

55% employees said they get an opportunity to participate in the planning of their work and 45%employees said they not get an opportunity to participate in the planning of their work

35% employee said that which idea they suggest that brings changes in the organization is appreciated and 65% employee said that which idea they suggest that brings changes in the organization is not appreciated.

Factor-4: Opportunity for Career Growth

4.1: Get opportunities to improve my job.

4.2: This organization provides facility for the self-improvement of their employees.

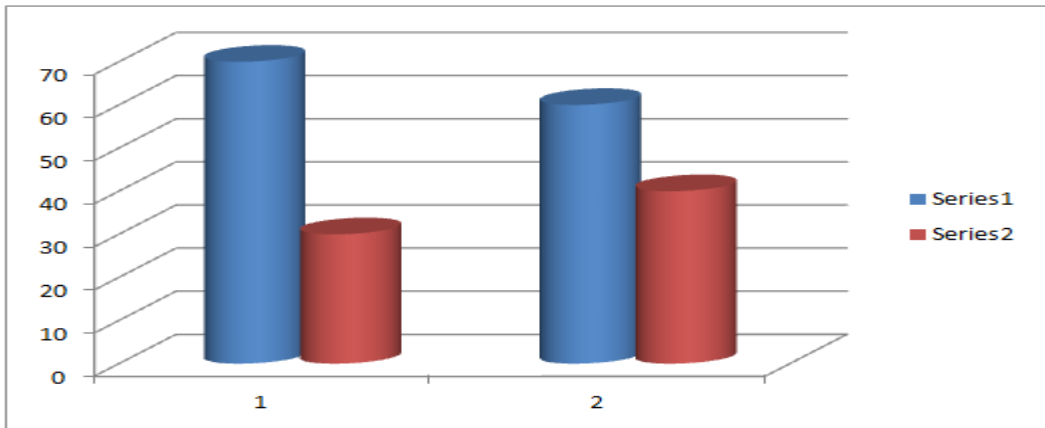


Figure 4: Opportunity for Career Growth

70 % employee said that they get opportunities to improve their job and 30% employees said that they not get opportunities to improve their job.

60% employees said that this organization provides facility for the self-improvement of their employees and 40% said that this organization does not provide facility for the self-improvement of their employees.

Factor-5: Social Integration in the Work Force

5.1: I get adequate information about what is going on in other department.

5.2: All the members of the organization have the sense of one community

5.3: I prefer to accomplish work individually than in team

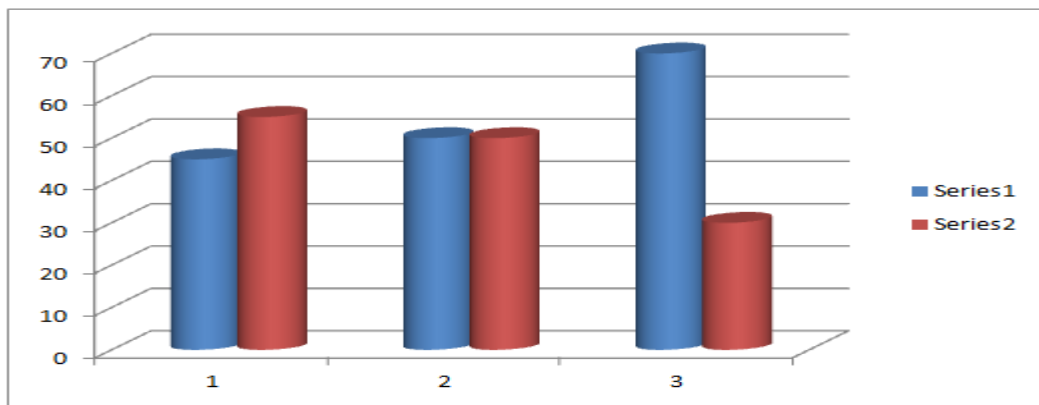


Figure 5: Social Integration in the Work Force

45% employees said that they get adequate information about what is going on in other department and 55% employees said that they not get adequate information about what is going on in other department.

50% employees said all the members of the organization have the sense of one community and 50% did not agree with this.

70% employees prefer to accomplish work individually than in team and 30% prefer to accomplish their work in team.

Factor-6: Constitutionalism in Work Organization

6.1: Information passed from one person to another person in this organization is accurate.

6.2: I get correct information about work, duties, etc

6.3: Here almost everyone knows who is working under whom.

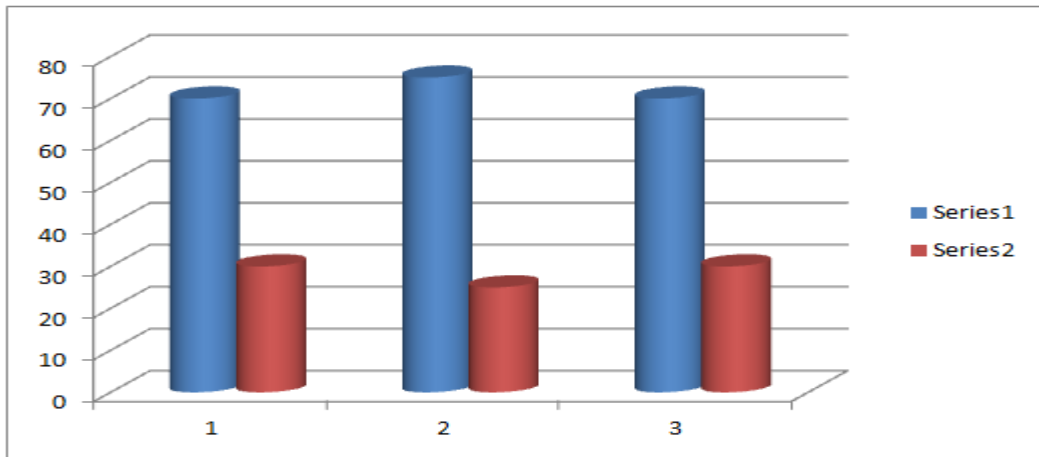


Figure 6: Constitutionalism in Work Organization

70 % employees agree that Information passed from one person to another person in this organization is accurate and 30% employees do not agree.

75% employee said that they get correct information about work, duties, etc. and 25%employees said they did not get correct information.

70% employee said that here almost everyone knows who is working under whom and 30% said they don't know.

Factor 7: Eminence of Work Life

7.1: Working life in this organization is satisfactory

7.2: Organization takes care for the welfare of person of all age.

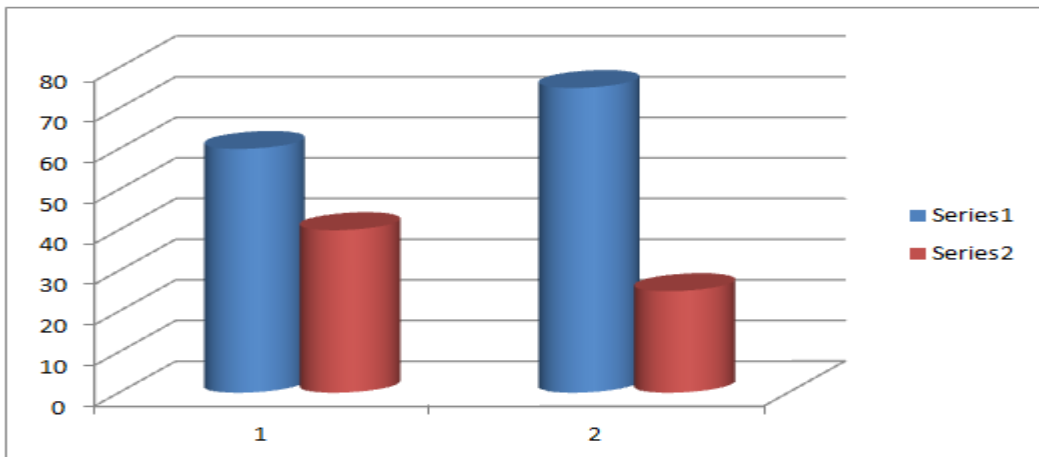


Figure 7: Eminence of Work Life

60% employees said that Working life in this organization is satisfactory and 40% employees said that working life in this organization is not satisfactory.

75% employee said Organization takes care for the welfare of person of all age and 25% said organization does not take care for the welfare of person of all age.

RECOMMENDATIONS AND SUGGESTIONS

- Workers voice need to be addressed and participation in policy level decision making should be enhanced. Dialogue culture among the employer and employees needs to be introduced. It is an effective tool for organizational culture change and for performance improvement and also reduces the dissatisfaction and unrest of firm production.
- Legal aspect and social compliance has to be reviewed and monitored regularly and correction measure to be taken in time to time.
- Appointment letter has to be issued for all level employees and career prospect to be ensured.
- Paternal leave to be introduced along with maternity leave benefits for women.
- Transport and housing facilities to be enhanced for all.
- To ensure Employees satisfaction and QWL in, Employers need to embrace a certain level of employment security, job safety, free from job anxiety, reasonable wage, family day/leisure life, social life enjoyment opportunity, and participation in decision making.
- Team work activities to be developed for more productivity/performance/Training to be introduced in all level for performance and job satisfaction

CONCLUSIONS

The study that there is a high level of satisfaction among the employees regarding the Quality of Work life. The factors determining the satisfaction with the quality of work life in the organization were “Adequate Income & Fair Compensation, —Safe & healthy working conditions, —Opportunities to use & develop human capacity, —Opportunity for career growth, —Social integration in the work force, —Constitutionalism in work organization, Eminence of Work Life and — Social relevance of work. All these factors are positively correlated with the quality of work life in pump industry. So by improving these factors quality of work life in pump industry can be enhanced.

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