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“Quality of Work Life: A Proactive Empowerment Approach by Organizations”

A study of Quality of Work Life in Government and Private Organizations in Vadodara City

Prof. Preeti Nair*

Abstract

Today's workforce consists of literate workers who expect more than just money from their work.

In the modern scenario, Quality of Work Life as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems. This is integral to any organisation towards its wholesome growth. A need is arisen to re-design jobs to have the attributes desired by people, and re-design organizations to have the environment desired by the people. This approach seeks to improve Quality of Work Life. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. Close attention to Quality of Work Life provides a more humanized work environment. It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. That is, work should contribute to general social advancement.

This paper attempts to find out the quality of work life in government and private sector organizations. An attempt is made to understand the organization's approach towards all the Human Resource aspects. This study enhances the areas in which the organizations can go for a proactive approach through Quality of Work Life and ensure a climate of employee engagement.

Key words: Quality of Work Life, Government Organizations and Private Organizations

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1.0 Introduction

The term refers to the favorableness or unfavourableness of a total job environment for people. Quality of Work Life (QWL) programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. 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. In addition to improving the work system, QWL programs usually emphasize development of employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations.

Vigorous Domestic and International competition drive the organizations 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 organization to give workers greater opportunities to affect their jobs and their contributions to the organization's overall effectiveness.

Quality of work life has been defined in various ways:

According to Rose, Beh, Uli and Idris (2006); quality of work life is a philosophy or set of principals, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves respect and the elements that are relevant to an individual quality of work life include task, working environment, organizational culture, administrative system and the relationship between on the job and off the job life. Serey (2006), define quality of work life as it is a certain and best meet the existing work environment along with meaningful and satisfying work. It also includes an opportunity to implement one's talents and abilities to face challenges that require independent initiative and self direction, an activity thought to be valuable by the individual's involvement, an activity in which the role

of individual in achievement of some overall goals is understandable and a sense of taking pride in what one is doing and in doing it well. Katzell et. Al (1975) defined quality of work life more broadly as an individual's valuation of the outcome of the work relationship. They observed employee can have positive quality of work life if he has positive feelings towards his job, if he is motivated with his private life and if he has a balance between the two terms of his personal values.

2.0 Literature Review

It is very important for employees to have a sound mindset in their work field in order to utilize their full potential and to add value to the organization. A satisfied employee is an asset for a company as he or she will ensure the full productivity. To begin with, quality of work life is such a concept that directly related to the satisfaction. According to Dolan, Garcia, Cabezas and Tzafirir (2008), quality of work life is a major concern for employees and how organizations compact with this issue is both of academic and practical consequence. Therefore, job satisfaction and satisfaction in private life both are important for having a positive quality of work life experience. Mostly the quality of work life considers the work life and it is to change the climate at work along with human-technological-organizational

interface (Luthans, 1995). According to (Davis & Cherns, 1975; Sashkin & Burke, 1987), quality of work life is not only enhancing the company's productivity but also employee identification and a sense of belonging and pride in their work. **Hackman & Othman (1976)** drew attention to psychological growth needs as necessary considerations in QWL. These needs include skill variety, task identity, task significance, autonomy and feedback. **Taylor (1979)** came up with components such as extrinsic job factors (e.g. wages, hours of work & working conditions) and intrinsic job factors. He states that quality of work life must have considerations such as:-

- Employee participation in management
- Fairness and equity
- Social support
- Self development
- Meaningful future at work

Mirvis and Lower (1948) suggested that QWL was associated with:-

- Satisfaction of wages
- Hours and working conditions
- Safe working environment
- Equitable wages
- Equal employment opportunities
- Opportunities for advancement

Danna & Griffin (1999) argues that Quality of work life is a wider concept that incorporates not only work based factors as pay and relations at work but also reflect on life satisfaction and general feeling of well being. Job and Career Satisfaction (JCS) of quality work life is said to reflect on employee's feelings and their satisfaction and contentment with their jobs and the training they receive to do it. It has been proposed that positive job satisfaction has been influenced by factors such as:-

- Clarity of goals and role ambiguity
- Appraisal
- Recognition and reward
- Personal development career benefits
- Enhancement and training needs

Training and Development is aimed at nurturing employee talent and enable them perform more difficult tasks.

Lau, Wong, Chan and Law (2001) measures quality of work life as the favorable working atmosphere that chains and promotes satisfaction by giving employees with rewards, job security and career development opportunity. Therefore quality of work life and its relationship with employee health and performance has become an explicit objective for many of the human resource policies in modern organizations. **Heskett, Sasser and**

Schlesinger (1997) summarize quality of work life as the outlook that employees have towards their job, colleagues and organization that light a chain leading to the organization's growth and profitability. Quality of life is such a concept which is basically associated with satisfaction mainly in the work life and **Mirvis and Lawler (1984)** highlighted that salary, working hours, working condition, safe working environment and opportunities for advancement describes- the basic components of a good quality of work life. **Hackman and Oldhams (1980)** suggest the constructs of quality of work life in relation to the interaction between work environment and personal needs. Along with structural modification good relation between supervisor and subordinates is important for a good quality of work life (**Bertrand and Scott, 1992**). Quality of work life refers the quality of life that is associated with job characteristics and work conditions as well as capability of shaping a job with an employee's option, interest and needs (**Lawler 1982; and Beukema 1987; Datta 1999**). According to **Stein (1983) and Reid (1992)** have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the category of external rewards, which in addition to pay includes

promotion or position, and rank or status. **Like Walton (1973) and Orpen (1981), (Newell, (2002); Stein, (1983); Kerce & Booth- Kewley, (1993); Bertrand, (1992) and Harrison (2000),** agree that safe and healthy work conditions have a significant impact on QWL. **Newell (2002)** highlights that QWL involves making improvements to the physical working conditions under which employees operate in order to make their work setting more favorable. **Walton (1973)** asserts that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop his/ her skills and competencies. In light of the above - mentioned, jobs should contain a number of features that would allow employees the opportunity to use and develop their human capacities and eventually experience QWL. These features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness. According to this determinant of QWL, the emphasis is shifted from job to career advancement (**Walton, 1973**). Although **Orpen's (1981)** research reflects a degree of overlap between this determinant and the previous one, similarly what he categorized as 'opportunity for personal growth' includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means to career

development or succession possibilities. **H.C. Ganguly (1964)** in his study explains on Indian workers attempted to examine various factors leading to job satisfaction or dissatisfaction and ranked adequate earnings at the first place. Other factors which are ranked high are job security and opportunity for advancement. Other factors such as job status and prestige, working hours, relation with colleagues etc. have been ranked as low motivators. **Skrovan (1983)** stated that the involvement and participation of employees in the creation of their workplace were a central focus of every QWL process. Through this process, all members of the organization, through appropriate channels of communication set up for this purpose, have some say about the design of their jobs in particular and the work environment in general. According to **Kotze (2005)** work-family balance enhances an individual's QWL, as involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role. Beyond this buffering effect, work-family balance is thought to promote well-being in a more direct manner. Balanced individuals experience low levels of stress when enacting roles, presumably as they are participating in role activities that are salient to them.

3.0 Need for study

Today's workforce consists of literate workers who expect more than just money from their work.

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. This is attempted on par with strategies of Customer Relation Management. Globalisation has lowered national boundaries, creating a knowledge-based economy that spins and spans the world. Major economies are converging technologically and economically, and are highly connected at present moment. The new global workplace demands certain prerequisites such as higher order of thinking skills like abstraction system thinking and experimental inquiry, problem-solving and team work. The needs are greater in the new systems, which are participative ventures involving workers managed by so-called fictional proprietors. Nowadays there is also more use of non – monetary rewards. People are motivated through non – monetary rewards like motivation, participation in decision making, delegation of authority etc. To expect a single motivational approach work in every situation is probably unrealistic. Nevertheless, motivation can

be defined as a person's drive to take an action because that person wants to do so. People act because they feel that they have to. However, if they are motivated they make the positive choice to act for a purpose – because, for example, it may satisfy some of their needs. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioural elements – such as autonomy, variety, task identity, task significance and feedback contribute to employee's satisfaction. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. Close attention to QWL provides a more humanized work environment. It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers' abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement. The

modern interest in quality of work life was stimulated through efforts to change the scope of people's jobs in attempting to motivate them.

4.0 Research Methodology

- Research Design: Descriptive
 - Population: Private and Public Organizations in Baroda City
 - Sample: 30 each from selected Private and Public Organizations in Baroda
 - Objectives:
 - a) Determining Quality of Work Life in Private and Public sector organizations
 - b) Determining which variables play important roles in the Quality of Work Life in Private and Public Sectors
 - c) Establishing a comparative study between the HR approaches in Private and Public Sectors.
 - d) Establishing hypothesis based on the research data
 - The selected independent variables under study are:
 - 1) Motivation
 - 2) Job satisfaction
 - 3) Relationship among management and supervisors
 - 4) Hygiene factors
 - 5) Organizational culture
 - 6) Decision making in the organization
 - 7) Work environment
- Hypothesis to be tested:

HH1: Motivation has an impact on quality of work life of the employees

HH2: Job satisfaction has an impact on quality of work life of the employees

HH3: Relationship among management and supervisors have an impact on the quality of work life of employees

HH4: Hygiene factors has an impact on the quality of work life of employees

HH5: Organizational culture has an impact on the quality of work life of the employees

HH6: Decision making in the organization has an impact on the quality of work life of the employees

HH7: Work environment has an impact on the quality of work life of the employees

HH8: There exists a significant relationship between Age and Motivation of Employees

HH9: There exists a significant relationship between Age of Employees and Culture of Organization

HH10: There exists a significant relationship between Age and Hygiene Factors

HH11: There exists a significant relationship between Age and Work Environment of organizations

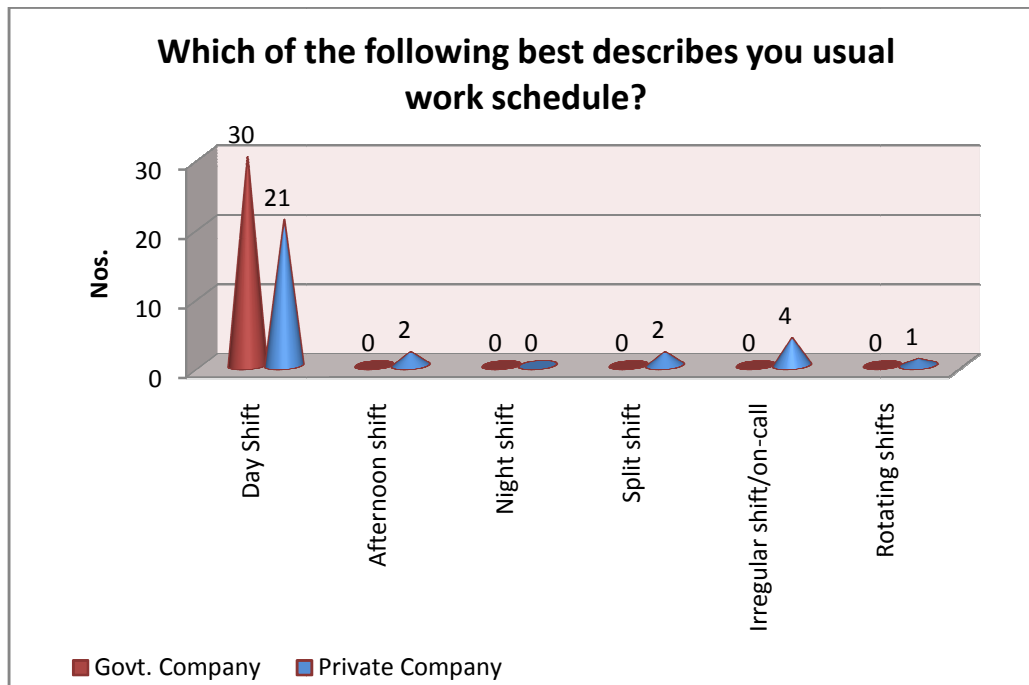
HH12: There exists a significant relationship between Age and Interpersonal Relationship between Employees

HH14: There exists a significant relationship between Age and Decision Making process in organization

HH13: There exists a significant relationship between Age and Job Satisfaction of Employees

5.0 Data Analysis And Findings:

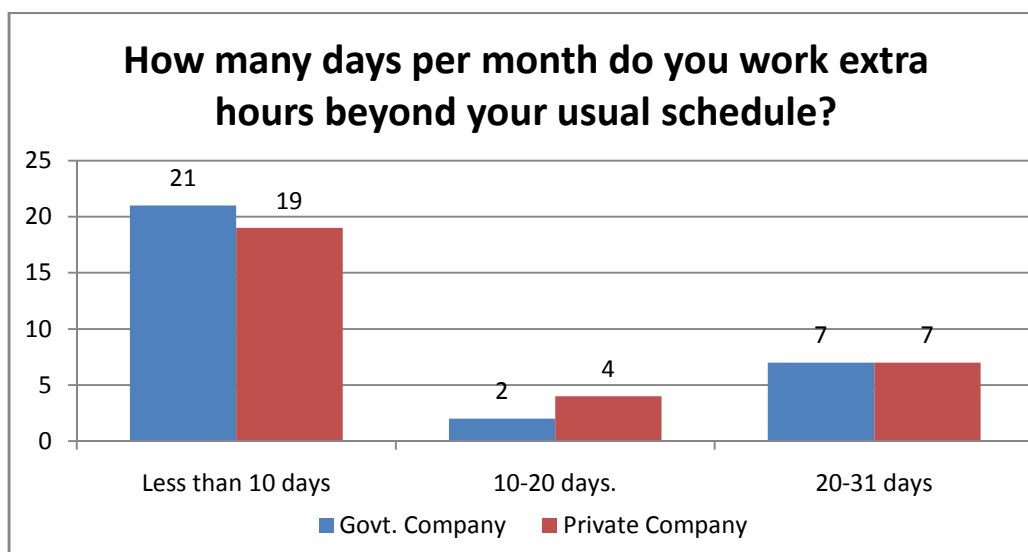
Q.1	Which of the following best describes you usual work schedule?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Day Shift	30	100.00	21	70.00	51	85.00
2	Afternoon shift	0	0.00	2	6.67	2	3.33
3	Night shift	0	0.00	0	0.00	0	0.00
4	Split shift	0	0.00	2	6.67	2	3.33
5	Irregular shift/on-call	0	0.00	4	13.33	4	6.67
6	Rotating shifts	0	0.00	1	3.33	1	1.67
	Total	30	100	30	100	60	100



The data show that 100% of the employees of Government Sectors are having day shift while around 80% of the employees

of Private sector are having day shift and rest different kind of shifts.

Q. 2	How many days per month do you work extra hours beyond your usual schedule?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Less than 10 days	21	70.00	19	63.33	40	66.67
2	10-20 days.	2	6.67	4	13.33	6	10.00
3	20-31 days	7	23.33	7	23.33	14	23.33
	Total	30	100	30	100	60	100



The table shows that nearly 70% of the employees from both the sectors work at least 10 days beyond their work schedule.

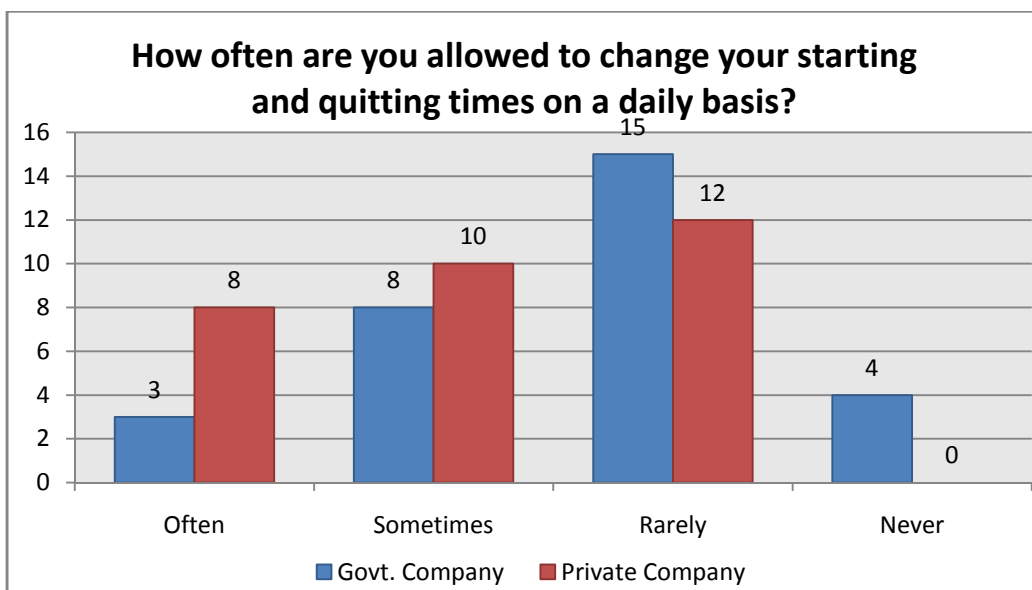
Q.3	When you work extra hours on your main job, is it mandatory (required by your employer)?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Yes	12	40.00	12	40.00	24	40.00
2	No	18	60.00	18	60.00	36	60.00
	Total	30	100	30	100	60	100



The table shows that the working extra hours are mandatory and optional as per

the job profile of the employees. So the data is divided for both the options.

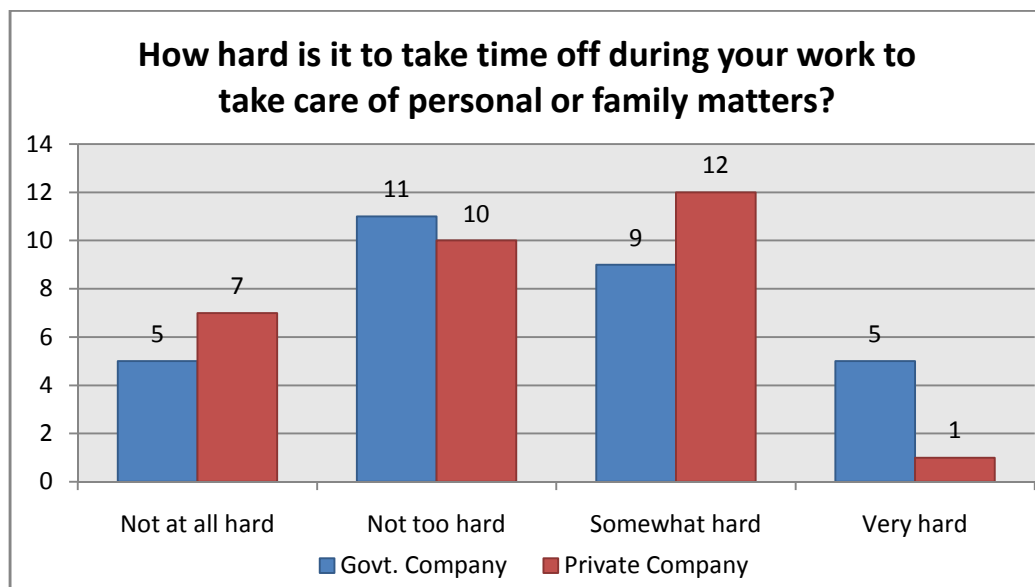
Q.4	How often are you allowed to change your starting and quitting times on a daily basis?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Often	3	10.00	8	26.67	11	18.33
2	Sometimes	8	26.67	10	33.33	18	30.00
3	Rarely	15	50.00	12	40.00	27	45.00
4	Never	4	13.33	0	0.00	4	6.67
	Total	30	100	30	100	60	100



Rarely are the employees allowed to change their starting and quitting time for

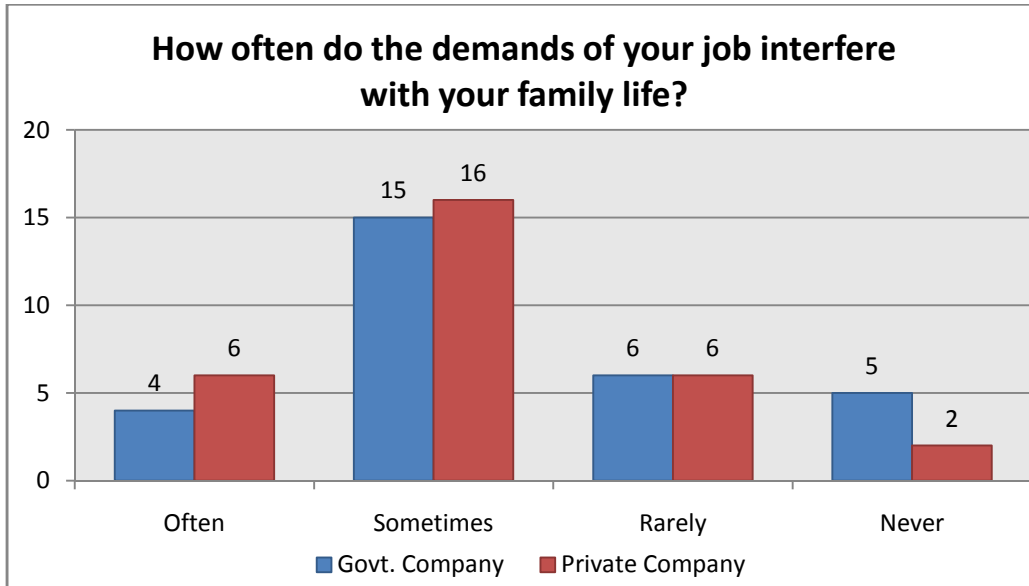
jobs. Flexi timings are not part of their human resource management process.

Q.5	How hard is it to take time off during your work to take care of personal or family matters?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Not at all hard	5	16.67	7	23.33	12	20.00
2	Not too hard	11	36.67	10	33.33	21	35.00
3	Somewhat hard	9	30.00	12	40.00	21	35.00
4	Very hard	5	16.67	1	3.33	6	10.00
	Total	30	100	30	100	60	100



The table indicates that the employees really feel hard to take time out for the personal or family matters due to workload.

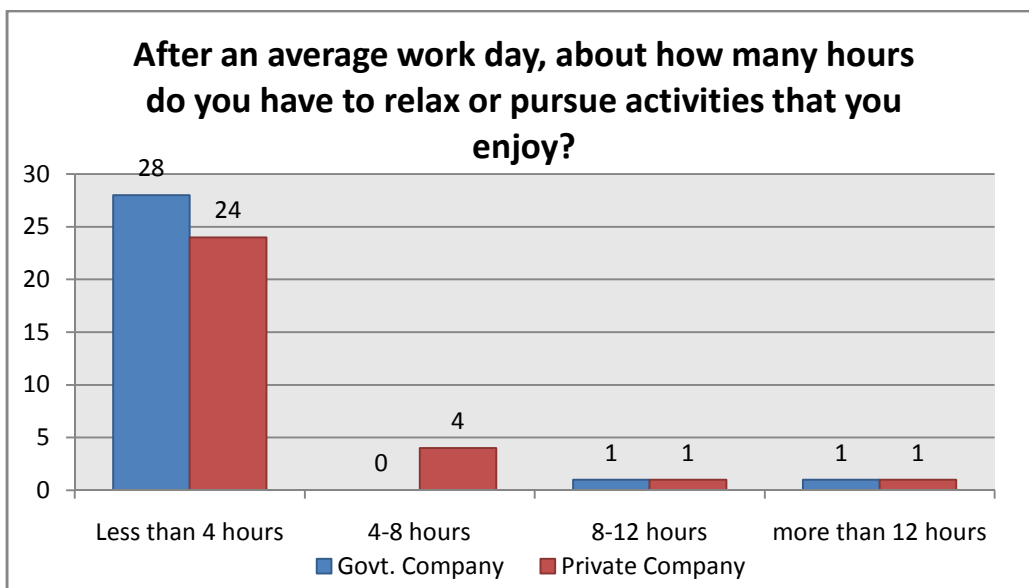
Q.6	How often do the demands of your job interfere with your family life?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Often	4	13.33	6	20.00	10	16.67
2	Sometimes	15	50.00	16	53.33	31	51.67
3	Rarely	6	20.00	6	20.00	12	20.00
4	Never	5	16.67	2	6.67	7	11.67
	Total	30	100	30	100	60	100



The table indicates that often and sometimes the demand of the job interferes with the family life. Nearly 60% of the

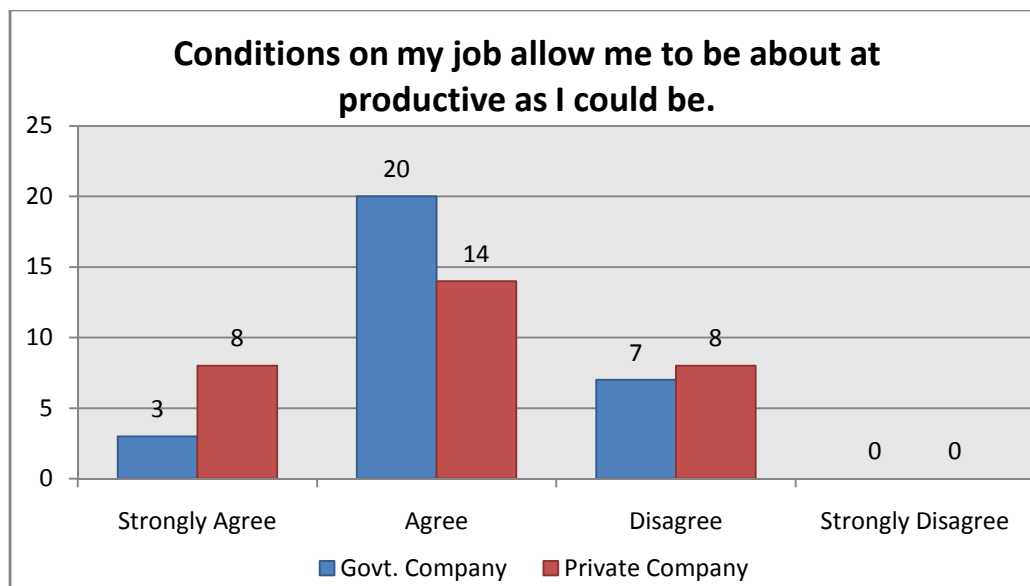
employees from both the sectors agree for the same.

Q.7	After an average work day, about how many hours do you have to relax or pursue activities that you enjoy?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Less than 4 hours	28	93.33	24	80.00	52	86.67
2	4-8 hours	0	0.00	4	13.33	4	6.67
3	8-12 hours	1	3.33	1	3.33	2	3.33
4	more than 12 hours	1	3.33	1	3.33	2	3.33
	Total	30	100	30	100	60	100



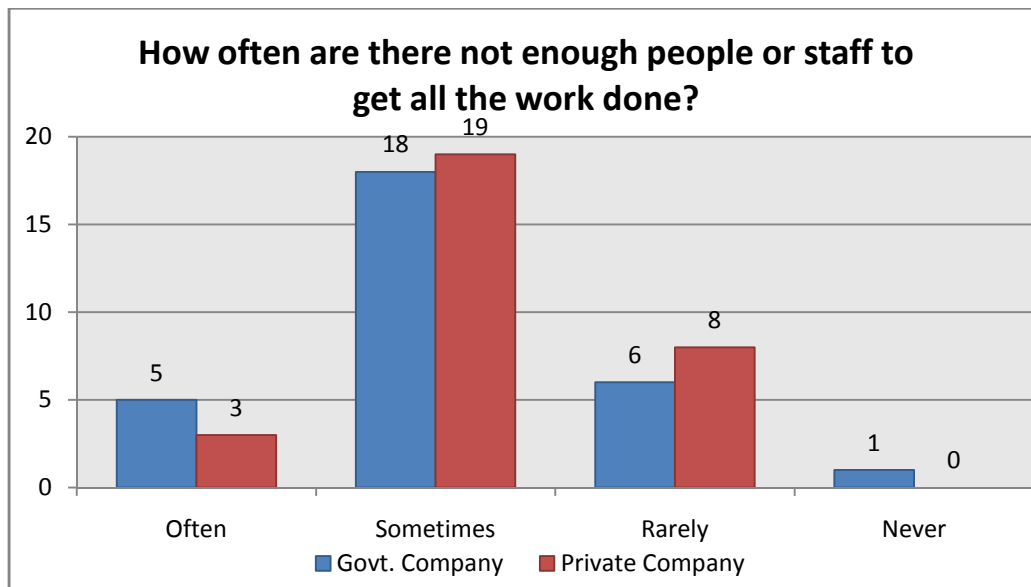
The table shows that employees from both sectors spend less than 4 hours for their recreation time after their duty hours.

Q.8	Conditions on my job allow you to be productive to your best	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Strongly Agree	3	10.00	8	26.67	11	18.33
2	Agree	20	66.67	14	46.67	34	56.67
3	Disagree	7	23.33	8	26.67	15	25.00
4	Strongly Disagree	0	0.00	0	0.00	0	0.00
	Total	30	100	30	100	60	100



The data shows that the work environment of the organizations is good which allow the employees to be as productive as they can.

Q.9	How often are there not enough people or staff to get all the work done?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Often	5	16.67	3	10.00	8	13.33
2	Sometimes	18	60.00	19	63.33	37	61.67
3	Rarely	6	20.00	8	26.67	14	23.33
4	Never	1	3.33	0	0.00	1	1.67
	Total	30	100	30	100	60	100



It is evident from the data that there is shortage of manpower in both the types of

sectors which is the reason for stressful work and no recreation time.

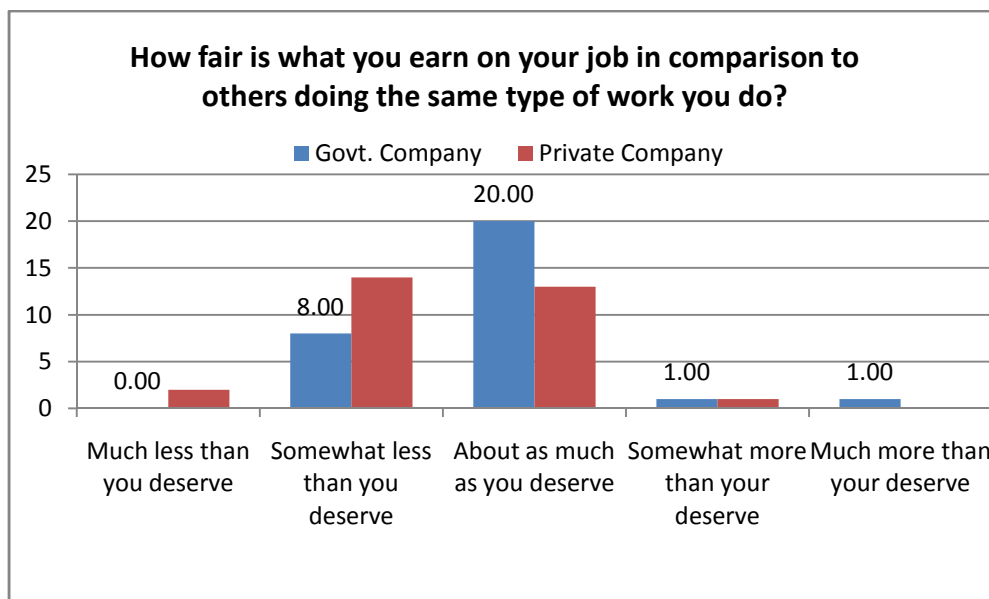
Q.10	Decision Making in your organization is participative.	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Very true	13	43.33	11	36.67	24	40.00
2	Somewhat true	10	33.33	13	43.33	23	38.33
3	Not too true	7	23.33	6	20.00	13	21.67
4	Not at all true	0	0.00	0	0.00	0	0.00
	Total	30	100	30	100	60	100



The data indicates that the decision making process in both the sectors is

participative. This is supported by nearly 70-80% of the employees.

Q.11	How fair is what you earn on your job in comparison to others doing the same type of work you do?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Much less than you deserve	0	0.00	2	6.67	2	3.33
2	Somewhat less than you deserve	8	26.67	14	46.67	22	36.67
3	About as much as you deserve	20	66.67	13	43.33	33	55.00
4	Somewhat more than your deserve	1	3.33	1	3.33	2	3.33
5	Much more than your deserve	1	3.33	0	0.00	1	1.67
	Total	30	100	30	100	60	100



The table indicates that the employees are satisfied with the compensation package; however some of them feel that they are

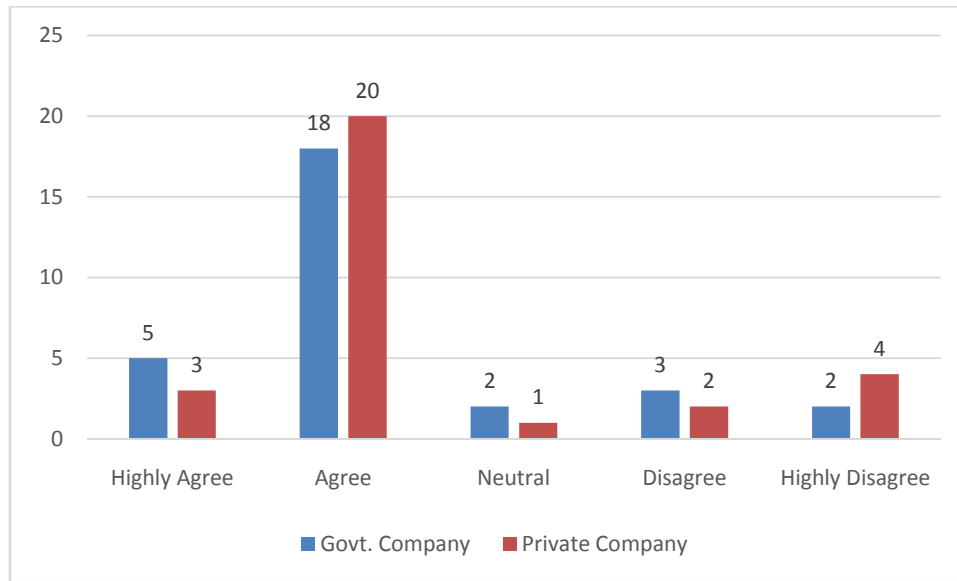
getting somewhat less than what they actually deserve.

Q.12	How often do you find your work stressful?	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Always	1	3.33	3	10.00	4	6.67
2	Often	3	10.00	13	43.33	16	26.67
3	Sometimes	22	73.33	12	40.00	34	56.67
4	Hardly ever	2	6.67	1	3.33	3	5.00
5	Never	2	6.67	1	3.33	3	5.00
	Total	30	100	30	100	60	100

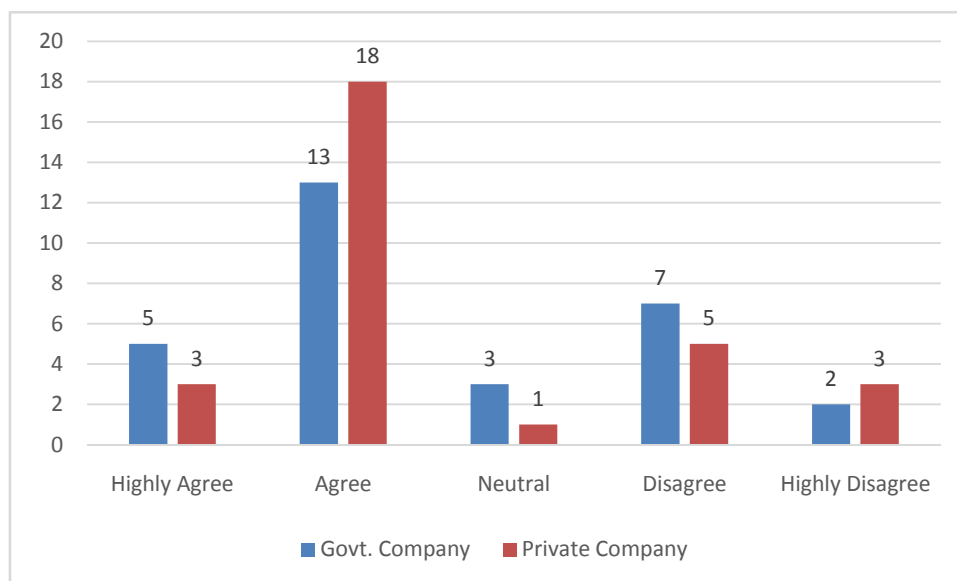


The table shows that they sometimes find the work stressful. This is the case with both the sectors

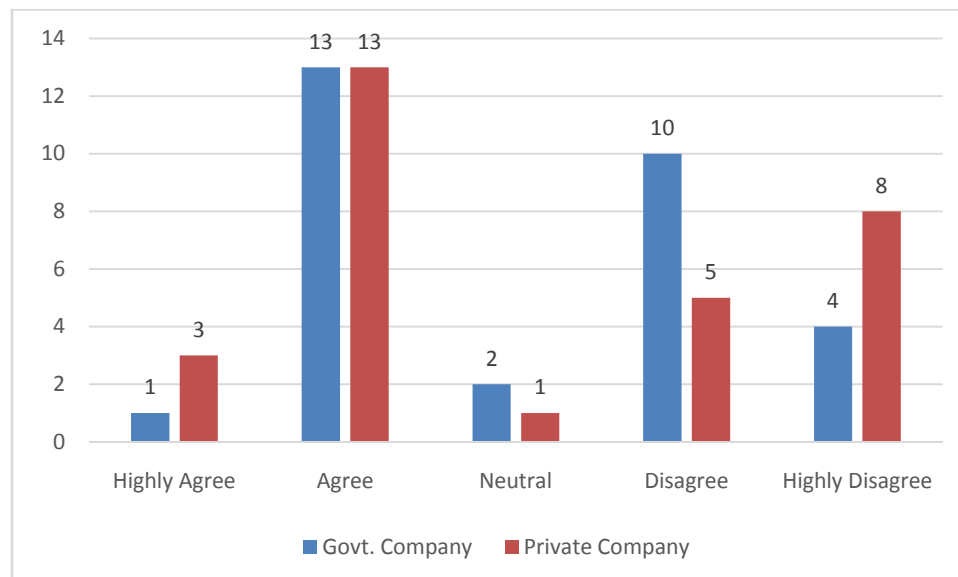
Q.13	Motivation has an impact on Quality of Work Life	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Highly Agree	5	16.67	3	10	8	13.33
2	Agree	18	60	20	66.61	38	63.33
3	Neutral	2	6.67	1	3.33	3	5
4	Disagree	3	10	2	6.67	5	8.33
5	Highly Disagree	2	6.67	4	13.33	6	10
	Total	30	100	30	100	60	100



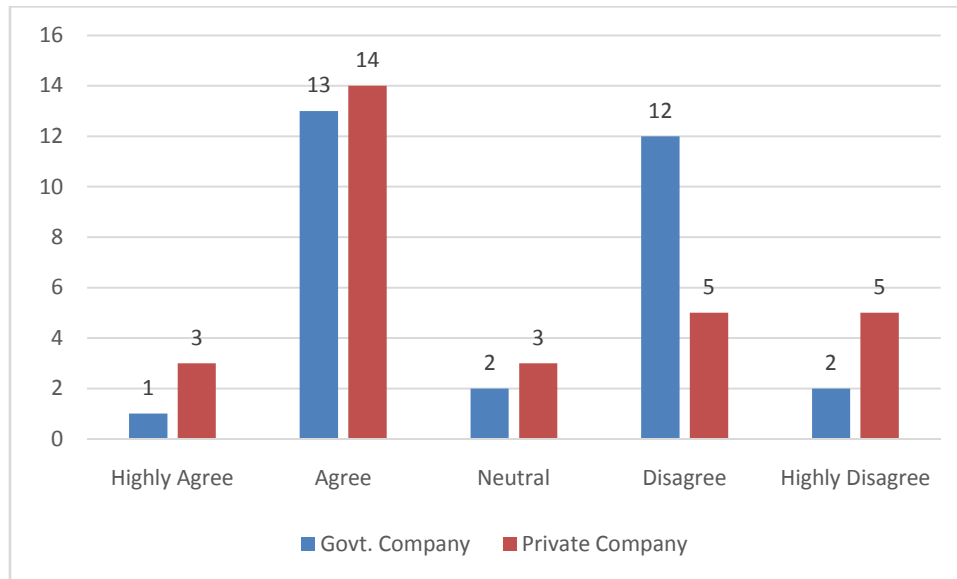
Q.14	Job Satisfaction has an impact on Quality of Work Life	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Highly Agree	5	16.67	3	10	8	13.33
2	Agree	13	43.33	18	60	31	51.67
3	Neutral	3	10	1	3.33	4	6.67
4	Disagree	7	23.33	5	16.67	12	20
5	Highly Disagree	2	6.67	3	10	5	8.33
	Total	30	100	30	100	60	100



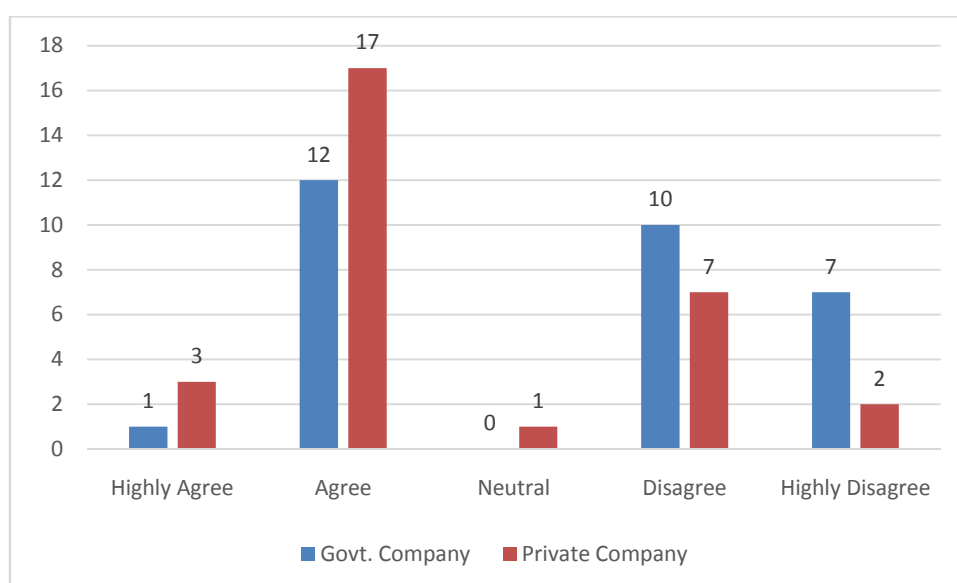
Q.15	Relation among employees and management has an impact on Quality of Work Life	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Highly Agree	1	3.33	3	10	4	6.67
2	Agree	13	43.33	13	43.33	26	43.33
3	Neutral	2	6.67	1	3.33	3	5
4	Disagree	10	33.33	5	16.67	15	25
5	Highly Disagree	4	13.33	8	26.67	12	20
	Total	30	100	30	100	60	100



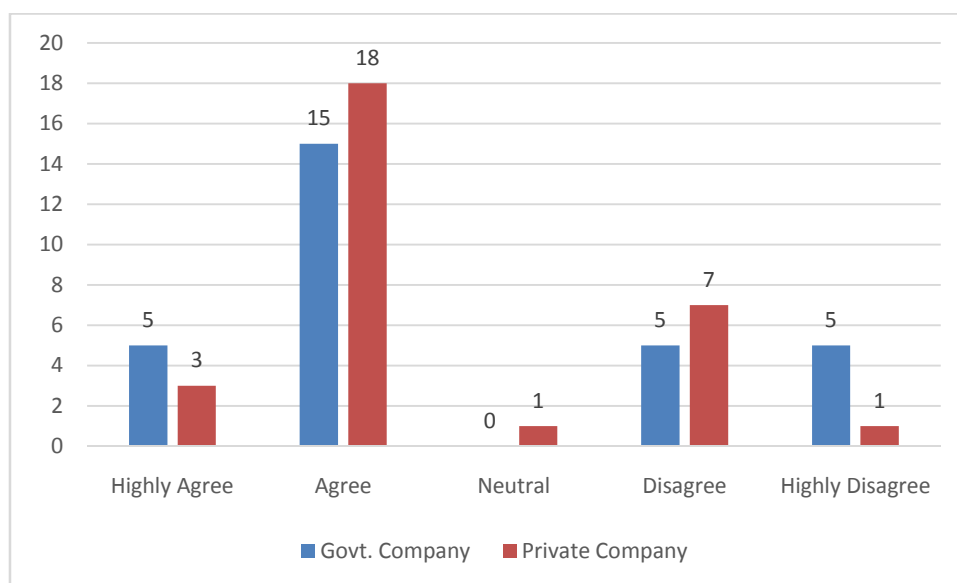
Q.16	Hygiene factors has an impact on Quality of Work Life	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Highly Agree	1	3.33	3	10	4	6.67
2	Agree	13	43.33	14	46.67	27	45
3	Neutral	2	6.67	3	10	5	8.33
4	Disagree	12	40	5	16.67	17	28.33
5	Highly Disagree	2	6.67	5	16.67	7	11.67
	Total	30	100	30	100	60	100



Q.17	Organization Culture has an impact on Quality of Work Life	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Highly Agree	1	3.33	3	10	4	6.67
2	Agree	12	40	17	56.67	29	48.33
3	Neutral	0	0	1	3.33	1	1.67
4	Disagree	10	33.33	7	23.33	17	28.33
5	Highly Disagree	7	23.33	2	6.67	9	15
	Total	30	100	30	100	60	100



Q.18	Work Environment has an impact on Quality of Work Life	Govt. Company	% age	Private Company	% age	TOTAL	% age
1	Highly Agree	5	16.67	3	10	8	13.33
2	Agree	15	50	18	60	33	55
3	Neutral	0	0	1	3.33	1	1.67
4	Disagree	5	16.67	7	23.33	12	20
5	Highly Disagree	5	16.67	1	3.33	6	10
	Total	30	100	30	100	60	100



CHI-SQUARE ANALYSIS

HH1 : Motivation has an impact on quality of work life of the employees

HH2: Organizational culture has an impact on the quality of work life of the employees

HH3: Hygiene factors has an impact on the quality of work life of employees

HH4: Work environment has an impact on the quality of work life of the employees

HH5: Relationship among management and supervisors have an impact on the quality of work life of employees

HH6: Job satisfaction has an impact on quality of work life of the employees

HH7: Decision making in the organization has an impact on the quality of work life of the employees

Table 19 for Chi-Square Analysis:

Parameter	Motivation	Culture	Hygiene Factors	Work Environment	Interpersonal Relationship	Job Satisfaction	Decision Making
Quality of Work Life							
Significance	1.9	1.99	1.9	1.99	0.9	1.0	1.0
Chi-square	1.0	0.9	1.0	1.0	0.9	1.0	1.0

Table value: 1.06 for 95% significance level and d.f. 4 at calculated value of 0.9

Table value: 0.29 for 95% significance level and d.f. 4 at calculated value of 1.0

The table shows that the two factors i.e. Culture and Interpersonal relationship has a significant impact on the Quality of Work Life.

The null hypothesis is accepted in the case of Culture and Interpersonal relationship factors ie HH2 and HH5.

The other factors i.e. Motivation, Hygiene factors, Work Environment, Job Satisfaction and Decision Making does show a significant impact on Quality of Work Life. So, the Null hypothesis is rejected.

HH8: There exists a significant relationship between Age and Motivation of Employees

HH9: There exists a significant relationship between Age of Employees and Culture of Organization

HH10: There exists a significant relationship between Age and Hygiene Factors

HH11: There exists a significant relationship between Age and Work Environment of organizations

HH12: There exists a significant relationship between Age and Interpersonal Relationship between Employees

HH13: There exists a significant relationship between Age and Job Satisfaction of Employees

HH14: There exists a significant relationship between Age and Decision Making process in organization

Table 20 for Chi-Square Analysis:

Parameter	Motivation	Culture	Hygiene Factors	Work Environment	Interpersonal Relationship	Job Satisfaction	Decision Making	Table Value
Age								9.48
Significance	0.026	0.008	0.05	0.13	0.0005	2.45	0.15	
Chisquare	0.362	0.265	0.18	0.18	0.13	0.335	0.33	

The table shows that the table value is greater than the calculated value in all the above cases. Hence for all the parameters the Null Hypothesis is accepted.

The interpretation stands here that the most significant factors affected by age are Interpersonal Relationship, Culture of Organization and Motivation followed by others.

6.0 Findings:

- 1) The results show that in Government organizations, it is general shift for the employees, while in Private organizations, 70% of the employees are having day shift while others follow different shifts in working hours.
- 2) It is observed from the data that work timings are not fixed. Employees have to stay back to complete their work. Nearly 70% of the employees in both government and private sector organization worked for nearly 10

days more than their usual working time.

- 3) The data reveals that in both government and private organizations, it is dependent on the job profile for working extra hours beyond actual working time.
- 4) It is observed from the data, that employees in government organizations are rarely allowed to have flexible timings for work. The situation is better in the private organizations, where atleast 30% of the employees are being given flexi timings.
- 5) Employees of government organizations feel that it is not so hard to take time out of the official matters for family, while the employees of the private organizations find it hard to take time out for family matters.
- 6) Most of the employees find that demands of the job interfere with their family life. The situation is

- same for government organizations and private organizations.
- 7) It is also observed that Quality of life is affected as employees of both the sectors do not get more than 4 hours of relaxation time after duty hours.
 - 8) Employees of both government and private sector feel that they get the best opportunity to be as much as productive they can. I.e. the working conditions motivate them to bring out their best.
 - 9) It is observed from the data of both the sectors that the work pressure is more as there is sometimes no sufficient staff to get the work done.
 - 10) Employees in both the organizations are satisfied with the Decision making process in their respective organizations, as the process is participative and involves the employees.
 - 11) About 60% of the employees feel that they are getting paid what they deserve, although 30% of the employees from both the sectors feel that they are getting less paid than what they deserve.
 - 12) Around 75% in government sector and 56% in private sector feel that the work is stressful for them and it affects their family and work life.
 - 13) Around 76% of the employees believe that Motivation has an impact on the Quality of Work Life.
 - 14) Nearly 60-70% of employees of both the sectors believe that Job satisfaction has an impact on the Quality of Work Life.
 - 15) Many employees feel that relationship among superiors and management does not impact Quality of Work life. The data showing this view is more in Government sector, ie 33%. While only 50% of the employees in both the sectors believe that good interpersonal relationship has an impact on the Quality of work life.
 - 16) 46% of the employees from Government sector agree that Hygiene factors are having an impact on the Quality of Work life, whereas 46% do not believe so. In case of Private sector 56% agree and 32% disagree that Hygiene factors are having impact on the Quality of work life.
 - 17) Nearly 50% of the employees feel that Organization Culture has an impact on the Quality of Work Life, in both the sectors, while the rest are of not the same opinion.
 - 18) 60% of the employees of both the sectors have an opinion that the

Working Environment has an impact on the Quality of Work Life.

7.0 Limitations Of The Study

- 1) The survey is carried out for a very small group of respondents from government and private sector organizations. So, the data cannot be generalized to a very great extent.
- 2) The sample size is also small and hence the data cannot be generalized.

8.0 Recommendations And Conclusion

It is clearly evident from the data that employees of Government and Private sector both are of the opinion that Quality of Work Life is important and is affected by many factors. Those being Motivation, Job Satisfaction, Decision Making process, Work Environment, Interpersonal relationship, Organizational Culture and Hygiene factors.

However, it is noticed that in both the organizations, employees feel that they are stressed and do not get enough time to address their family matters. The employees are having participative decision making and good work environment to showcase their best

involvement which is an important factor for good quality of work life.

The results of the research show that Organizations should focus more on Culture and Interpersonal Relationship to have a good Quality of Work Life for the employees for both the sectors. If the two factors are taken care of the Quality of Work Life in Government as well as Private Sector would definitely improve upon.

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