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**Dr. Yogesh Jain**  
Professor, Academic  
Coordinator, Maharaja Group  
of Colleges, Udaipur,  
Rajasthan, India.

**Renil Thomas**  
Research Scholar, Pacific  
University, Udaipur,  
Rajasthan, India.

## **A study on quality of work life among the employees of a leading pharmaceuticals limited company of Vadodara district**

**Dr. Yogesh Jain and Renil Thomas**

### **Abstract**

Quality of Work Life has always gained attention of the researchers all time, as both the words 'Quality' and 'Worklife' are necessary in the world and share a greater value to the institution. It is believed that they have a positive correlation but at times they are questioned because many factors affect their correlativity. In this study we have surveyed 70 employees of a leading pharmaceutical company of Vadodara district to understand the relation among the quadrant mentioned by Walton. This is a Descriptive study. For the purpose of research on quality of work life, we devised an extensive structured questionnaire using a four point likert scale categorically dividing 70 statements varying from demographic to eight quadrants of work life.

**Keywords:** Job Satisfaction, Organisational Commitment, Social relevance of work life, Constitutionalisation in the work organization, Job security, career development, pharmaceutical companies, pharmaceutical companies in India, Quality of Work life, Work life

### **Introduction**

In the earlier times, organisations strived to increase production by pressuring the human element. They did use the advanced technology of their time, but resorted mainly on manual labour. Hence the labour was pathetically treated at the cost of advanced technology. Even there were instances when owners were ready to invest more on the development of their technology at the cost of manual labour. Such delineation created a negative impact of the working environment of the employees.

With the progress of time and technology world cornered itself to computers, but still at the lower level the pressure on the labour stayed. Over a period of time psychologist and management thinkers came to understand various illnesses which were created by man due to lack of quality time at work or can be said a lack of quality of work life. Many work related diseases were found over a period of time which was deeply rooted in the physical work conditions of the employee.

### **Definition**

The QWL as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as 'humanizations of work' 'quality of working life, 'industrial democracy' and 'participative work'. There are divergent views as to the exact meaning of QWL.

A few definitions given by eminent authors on QWL are given below:

#### **According to the American Society of Training and Development**

"QWL is a process of work organisations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved quality of life at work for employees (Chand, 2012) <sup>[5]</sup>.

#### **According to Nadler and Lawler**

"QWL is a way of thinking about people, work and organisations, its distinctive elements are

**Correspondence**  
**Dr. Yogesh Jain**  
Professor, Academic  
Coordinator, Maharaja Group  
of Colleges, Udaipur,  
Rajasthan, India.

- (i) a concern about the impact of work on people as well as on organisational effectiveness, and
- (ii) The idea of participation in organisational problem-solving and decision making (Chand, 2012) <sup>[5]</sup>.

#### **According to Fred Luthans**

The overriding purpose of QWL is to change the climate at work so that the human – technological - organisational interface leads to a better quality of work life (Chand, 2012) <sup>[5]</sup>.

#### **According to Beinum**

“QWL is based on a general approach and an organisation approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society (Chand, 2012) <sup>[5]</sup>.

#### **According to J. Richard and J. Loy**

QWL is “the degree to which members of a work organisation are able to satisfy important personnel needs through their experience in the organisation.”

#### **According to Robbins (1989)**

It is “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”

From the definitions given above, it can be concluded that QWL is concerned with taking care of the higher-order needs of employees in addition to their basic needs. The overall climate of work place is adjusted in such a way that it produces more humanized jobs.

QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted co-operation and support to the management to improve productivity and work environment.

Quality of Work Life (QWL) has become a philosophy, a set of principles, a set of ethics, a world for exploratory research were deliberate and frequent changes are evolving. While studying QWL tries to exemplify itself that human being is the most important factor in the organization as they are the one who are trustworthy, responsible and capable of making valuable contribution and touch life to make it smoother and healthier.

Humans have a gift of God to treat each and every aspect of their wellbeing with dignity and respect. The elements that are relevant to an individual’s quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labour - management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, and high-involvement aimed at boosting the satisfaction and productivity of workers. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, QWL is a comprehensive construct that includes an individual’s job related well-being

and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

The term “Quality of Work Life” (QWL) was first introduced in 1972 during an international labour relations conference. QWL received more attention after ‘United Auto Workers’ and ‘General motors’ initiated a QWL program for work reforms.

Quality of Work Life (QWL) has been well recognized as a multi-dimensional construct and it may not be universal or eternal. The key concepts captured and discussed in the existing literature include job security, better reward systems, higher pay, opportunity for growth, participative groups, and increased organizational productivity, among others.

Quality of Work Life (QWL) can also be defined as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities.

The defining of quality of work life involves there major parts:

1. Occupational health care,
2. Suitable working time and
3. Appropriate salary.

The safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue.

There has been much concern today about decent wages, convenient working hours, convenient working conditions etc. The term “Quality of Work Life” has appeared in research journals and the press in USA only in 1970s. There is no generally acceptable definition about this term. However, attempts were made to describe the term quality of work life (QWL). Quality of work life improvements are defined as any activity which takes place at every level of an organisation, which seeks greater organisational effectiveness through the enhancement of human dignity and growth, a process through which the stockholders in the organisation management, unions and employees - learn how to work together better to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved quality of life at work for all members of the organisation and greater effectiveness for both the company and the unions. (C.V., Meenakshi, & Ravichandran, 2013) <sup>[6]</sup> Richard E. Walton explains quality of work life in terms of eight broad conditions of employment that constitute desirable quality of work life. He proposed the same criteria for measuring QWL. These criteria included the following points:

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Opportunity for continued growth and security
5. Social integration in the work organization
6. Constitutionalism in the work organization
7. Work and total life space
8. Social relevance of work life.

**1. Adequate and Fair Compensation:** There are different opinions about adequate compensation. The committee on Fair Wages defined fair wage as “the wage which is above the minimum wage but below the living wage.” The salary structure of employees should be just, fair and equitable. It should ensure reasonable wages to employees so that they can keep a desirable standard of life. Payment of Wages Act, 1936 and Minimum Wages Act 1948 safeguard the interests of the workers regarding payment of wages. It should be clearly understood that for QWL, cash payment is not the only answer. However, hefty salaries are being paid to the knowledge workers so as to meet their basic and higher level needs for improving their QWL. The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL.

**2. Safe and Healthy Working Conditions:** Most of the organisations provide safe and healthy working conditions due to humanitarian requirements and/or legal requirements. In India, Factories Act 1948 contains a number of provisions relating to safety and health of employees. Employers are increasingly trying to provide better working conditions to their workers as compared to their competitors. Flexi-hours of work, zero risk physical conditions of work and safety against noise, pollution, fume, gases etc. go a long way in effecting the quality of work life. In fact, these conditions are a matter of enlightened self-interest. Organizations should realize that their true wealth lies in their employees and so providing a healthy work environment for employee should be their primary objective.

**3. Opportunity to Use and Develop Human Capacities:** Contrary to the traditional assumptions, QWL is improved ‘to the extent that the worker can exercise more control over their work, and the degree to which the job embraces an entire meaningful task’ but not a part of it. The QWL will be better if the jobs allow sufficient autonomy and control to its employees. The workers must be given an opportunity to use their skills, abilities and initiative in planning and implementing the work. The senior persons can keep a watch and a constant control and also provide immediate feedback to the workers. Corrective measures can be taken immediately in the light of this feedback. Further, QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities. Job Satisfaction is the encouragement with which the employee views his work. It expresses the amount of agreement between one’s expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. The nature of one’s environment of job is an important part of life as Job Satisfaction influences one’s general life satisfaction. Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. However, more comprehensive approach requires that many factors are to be included before a complete

understanding of job satisfaction can be obtained. Such factors as employee’s age, health temperature, desire and level of aspiration should be considered. Further his family relationship, Social status, recreational outlets, activity in the organizations etc. Contribute ultimately to job satisfaction. Job satisfaction refers to a person’s feeling of satisfaction on the job, which acts as motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Hoppock describes job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job.” Job satisfaction is defined as the, “pleasurable emotional state resulting from the appraisal of one’s job as achieving of facilitating the achievement of one’s job values. Employee retention is an increasingly important challenge for organizations as the age of the Knowledge worker unfolds. The 21st century world of work is characterized by unprecedented levels of talent mobility as employees seek to satisfy their own individual demands, leading to growing concern among organizations about the an individual’s total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization. A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job. Paul E Spector explains that for researchers to understand these attitudes, they need to understand the complex and interrelated facets of job satisfaction. A facet of job satisfaction can be described as any part of a job that produces feelings of satisfaction or dissatisfaction (Spector, 1997) [29]. This perspective can be useful to organizations that wish to identify employee retention areas in which improvement is possible. Job satisfaction is a result of an individual’s perception and evaluation of their job influenced by their own unique needs, values and expectations, which they regard as being important to them. Research has indicated that job satisfaction does not come about in isolation, as it is dependent on organizational variables such as structure, size, pay, working conditions and leadership, which represent the organizational climate. However, if job satisfactions absent and other work opportunities present themselves, turnover could well increase. Job satisfaction can be viewed as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes that the job provides to the. According to Rothmans and Coetzer (2002) [25] (Salunke, 2015), Job satisfaction among employees is an Indicator of organizational effectiveness, and it is influenced by organizational and personal factors. Most employers realize that the optimal functioning of their organization depends in part on the level of job satisfaction of employees, hence the emergence of the statement, “Happy employees are productive employees”. For performance to be optimal, an employee’s full potential is needed at all levels in organizations; this emphasizes the importance of employee job satisfaction. For the purposes of the research conducted, nine facets of job satisfaction were identified namely: pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of the work and communication. An organization should provide employees with opportunities for personal/professional development

and growth and to prepare them to accept responsibilities at higher levels.

**4. Opportunity for Career Growth:** Opportunities for promotions are limited in case of all categories of employees either due to educational barriers or due to limited openings at the higher level. When employees are offered opportunities to grow in an organisation by providing promotion ladder, it helps in improving the QWL. There is an inner desire in every employee for career progression. If the job is dead-end, it must be made clear to the employee at the outset. QWL provides future opportunity for continued growth and security by expanding one's capabilities knowledge and qualifications. Flat organizational structures help organizations facilitate employee participation. A participative management style improves the quality of work life. Workers feel that they have control over their work processes and they also offer innovative ideas to improve them. Recognition also helps to motivate employees to perform better. Recognition can be in the form of rewarding employees for job well done.

**5. Social Integration in the Work Force:** Social integration in the work force can be established by creating freedom from prejudice, supporting primary work groups, a sense of community and Inter - personnel openness, legalitarianism and upward mobility. An employee develops a sense of belongingness to the organisation where he works. Discrimination among the employees on the basis of age, gender, cast, creed, religion etc. can act as a hindrance in the way of social integration. Workers develop self-respect as a result of social integration and it improves the quality of work life. Organizations should provide relaxation time for the employees and offer tips to balance their personal and professional lives. They should not strain employee's personal and social life by forcing on them demanding working hours, overtime work, business travel, untimely transfers etc.,

**6. Constitutionalism in the Work Organisation:** QWL provides constitutional protection to the employees only to the level of desirability as it hampers workers. Every employee should be entitled to some privileges such as personal privacy, right to expression, right to equitable treatment etc. These should be governed by certain rules and regulations. In short, there should be the 'Rule of Law' as per the constitution of the enterprise. It happens because the management's action is challenged in every action and bureaucratic procedures need to be allowed at that level. Constitutional protection is provided to employees on such matters as privacy, free speech, equity and due process.

**7. Work and Quality of Life:** QWL provides for the balanced relationship among work, non-work and family aspects of life. Certain employees are required to work for late hours or are frequently transferred or have to do a lot of travelling as a part of their duty. This definitely affects their QWL as they remain away from their families for a long period of time. In other words family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations etc.

**8. Social Relevance of Work:** QWL is concerned about the establishment of social relevance to work in a socially

beneficial manner. Those business enterprises which are engaged in discharging their social responsibilities contribute to QWL. If a concern does not care for social obligations, the employees of such organisation cannot expect a better QWL. Low quality products, no control on pollution, bad employment practices are indicators of low QWL. The workers' self-esteem would be high if his work useful to the society and the vice versa is also true. Recognition is a form of employee motivation in which the organization publicly acknowledges the positive contributions an individual or team has made to the success of the organization. This acknowledgement is delivered using verbal and written praise and may include symbolic items such as certificates and plaques. Reward is something tangible such as theatre tickets, dinner for two, or a cash award to promote desirable behaviour. Recognition and reward go together to form a system for letting people know how they are valuable members of the organization.

### Literature Review

1. In a research paper titled 'Exploring the Job Satisfaction and Organisational Commitment of Employees in the Information Technology Environment' prepared by E. J. Lumley, M. Coetzee, R. Tladinyane and N. Ferreira was published in Southern African Business Review Vol. 15 Number 1 of year 2011. In this paper they had survey four IT companies with a total sample size of 86 employees to study and 'explore the relationship of job satisfaction and organisational commitment using a cross sectional survey. Their study was an exploratory study. They had a total population of 195 employee from four IT companies of which they received 86 questionnaires which were termed valid and could be processed for further analysis. They conducted Pearson Product moment correlations and regression analysis and concluded that there was significant relationship among job satisfaction and organisational commitment. The positive associations were observed between the job satisfaction variables and the affective commitment variable. It was suggested that participants who are satisfied with pay, promotion achievement, relationship with co-workers, nature of the work and communication, organisational and job specific seemed to feel more emotionally attached to and involved with their respective organisations, supervision, fringe benefits, contingent rewards (Lumley, Coetzee, Tladinyane, & Ferreira, 2011)<sup>[16]</sup>.
2. In an another research paper titled 'Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector' studied by Mosammod Mahamuda Parvin, lecturer at department of management and finance at sher-e-bangla agricultural university of Dhaka, Bangladesh and M. M. Nurul Kabir, Lecturer at Department of Management of Government Shohid Suharwardy College in Dhaka, Bangladesh. His research paper was published in Australian Journal of Business Management and Research, Volume 1, number 9 in the year December 2011. Their study aimed at evaluating job satisfaction of employees in different pharmaceutical companies. It also focused on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The study was also made to make necessary investigation to understand the impacts

of pharmaceutical type, work experience and other demographic factors on the attitude towards Job Satisfaction. The discussion and findings showed that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing towards job satisfaction. The study also brought forward a positive outlook by showing that overall job satisfaction of the employees in pharmaceutical sector was positive. A descriptive research design with the survey method is used. Close ended interview schedule tool was used for collecting data (Mosammad & M M, 2011) [19].

3. This research titled 'A Research Work on Employee Satisfaction Measurement with Special Reference to KRIBHCO, Surat' by Ms. Ekta Sinha Assistant Professor at Uka Tarsadia University, Gujarat. The research is done with an objective to measure the satisfaction level of employees with special reference to KRIBHCO, Surat. They took up this research with a sample size of 150 employees based on systematic sampling. Data was collected based on structured questionnaire method on Likert five point scales for 23 major variables which were reduced to five factors namely Empowerment & Work Environment, Working Relation, Salary & Future prospects, Training & work Involvement and Job Rotation. They found the employees to be satisfied on the basis of above said five factors. For the purpose of data analysis they used IBM SPSS 20. They performed factor analysis to reduce the data and non-parametric tests as Kruskal-Wallis and Mann Whitney Rank test. Chi-Square tests were performed to view the satisfaction level of the employees against each major variables found after dimension reduction. They also found that a few important factors that normally contribute to the employee satisfaction didn't have much influence on employee satisfaction in KRIBHCO, Surat, such as: welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned (Sinha E. , 2013) [28].

### Research Methodology

The methodology followed for conducting the study includes the specification of research design, sample design, questionnaire design, data collection and statistical tools used for analyzing the collected data.

### Objective

4. To study the effect of age on the various components of quality of work life
5. To study the effect of adequate and fair compensation with job satisfaction and other components of quality of work life.
6. To study the relationship among various components of quality of work life.

### Hypothesis

7. H<sub>0</sub>1: There is no significant relationship between age of employees and other components of Quality of Work Life.

8. H<sub>0</sub>2: There is no significant relationship between job satisfaction of employees and other components of Quality of Work Life.
9. H<sub>0</sub>3: There is no significant relationship between job satisfaction of employees and career development component of Quality of Work Life.
10. H<sub>0</sub>4: There is no significant relationship between Organisational Commitment of employees and other components of Quality of Work Life.

**Research Design:** The research design used for this study is of the descriptive type. Descriptive research studies are these studies which are concerned with describing the characteristics of a particular individual or a group. In this study researcher has tried to explain and bring the nature of one of the features of the public limited pharmaceutical company.

**Sources of Data:** To support the need of the research we have used primary i.e. structured questionnaire as well as secondary sources of the data i.e. website, journals and company public documents etc. were used.

**Sample Size:** In total 100 questionnaire were distributed of which, researcher received 90 samples out of which 70 were considered valid and useable for the study.

**Sampling Design:** Since it is difficult to contact the entire population, convenient sampling technique was adopted. The employees were interviewed (wherever found necessary) using structured questionnaire method.

**Questionnaire Design:** Questionnaire was designed in such a manner that it would facilitate the respondents to reveal maximum information. The questionnaire was intricately designed to tap the demographic variables including age, education, gender, marital status, and work experience of the respondents.

**Data Collection:** The primary data was collected by using structured questionnaires. The questionnaire has 63 questions including demographic profile such as age, department, gender etc. A five point likert scale was used as measuring the attitude for survey.

**Data Analysis & Interpretation:** After the completion of the survey the data were forwarded to Cronbach alpha reliability test and further test were conducted on the data with the help of the statistician.

### Data Analysis and Interpretation

Descriptive statistics state the demographic profile of the survey, of the respondents 94.3% of the sample were male while 5.7% were female. Majority of the respondents (70%) taken for the study were engaged in research and development section of the company while 10 % each, 7.1% and 2.9% respondents were from production, human resource department, finance and marketing department of the firm respectively. Majority 91.4% of the responses were received from the employees who are appointed on the regular pay scale of the company while only 4.3%, 2.9 % and 1.4 % of the responses were from contractual, probation and trainee employees of the company. Post graduate degree

holders were at 81.4% while 10% of the respondents stated that they hold graduate degrees.

**Reliability Test:** A Cronbach alpha reliability test was conducted on the questionnaire to check the validity of the statements which showed a positive result of 0.808 (as provided in table no 2) on a total 63 questions (as provided in table no 2) with a respondent size of 70 (as provided in Table no 1).

**Table 1:** Case Processing Summary

		N	%
Cases	Valid	70	100.0
	Excluded(a)	0	0.0
	Total	70	100.0
a. List wise deletion based on all variables in the procedure.			

**Table 2:** Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.808	0.811	63

**Hypothesis testing**

**H<sub>01</sub>:** There is no significant relationship between age of employees and other components of Quality of Work Life.

**H<sub>a1</sub>:** There exist significant relationship between age of employees and other components of Quality of Work Life.

**Table 3:** Karl Pearson Coefficient Correlation test between Age and components of Quality of work life

Sr. No.	Components of Quality of Work Life	Calculated r Value	Significance
1	Adequate and Fair compensation	0.037	<i>P</i> >0.05 Not Significant
2	Safe and healthy working environment	0.009	<i>P</i> >0.05 Not Significant
3	Job Satisfaction	0.145	<i>P</i> >0.05 Not Significant
4	Career Development	0.165	<i>P</i> >0.05 Not Significant
5	Organisational Commitment	0.197	<i>P</i> >0.05 Not Significant
6	Constitutionalisation in the work environment	0.008	<i>P</i> >0.05 Not Significant
7	Work and the total life space	-0.021	<i>P</i> >0.05 Not Significant
8	Social relevance of Work life	-0.116	<i>P</i> >0.05 Not Significant

**Interpretation**

From the above table it can be studied that there exist no significant relationship among the components of the quality of work life variable and the age factor.

**Result**

As the calculated value is greater than the tabulated value it shows that there exist no relationship between age and the components of quality of work life, hence alternate hypothesis is rejected and null hypothesis is accepted in the present situation.

**H<sub>02</sub>:** There is no significant relationship between Educational Qualification of employees and other components of Quality of Work Life.

**H<sub>a2</sub>:** There exist significant relationship between Educational Qualification of employees and other components of Quality of Work Life.

**Table 4:** Karl Pearson Coefficient Correlation test between Educational Qualification and components of Quality of Work Life

Sr. No.	Components of Quality of Work Life	Calculated r Value	Significance
1	Adequate and Fair compensation	0.048	<i>P</i> >0.05 Not Significant
2	Safe and healthy working environment	-0.045	<i>P</i> >0.05 Not Significant
3	Job Satisfaction	0.115	<i>P</i> >0.05 Not Significant
4	Career Development	0.046	<i>P</i> >0.05 Not Significant
5	Organisational Commitment	0.036	<i>P</i> >0.05 Not Significant
6	Constitutionalisation in the work environment	0.020	<i>P</i> >0.05 Not Significant
7	Work and the total life space	-0.107	<i>P</i> >0.05 Not Significant
8	Social relevance of Work life	0.163	<i>P</i> >0.05 Not Significant

**Interpretation:** From the above table it can be studied that there exist no significant relationship among the components of the quality of work life variables and the educational qualification factor.

**Result**

As the calculated value is greater than the tabulated value it shows that there exist no relationship between age and the components of quality of work life, hence alternate hypothesis is rejected and null hypothesis is accepted in the present situation.

**H<sub>03</sub>:** There is no significant relationship between job satisfaction of employees and career development component of Quality of Work Life.

**H<sub>a3</sub>:** There is significant relationship between job satisfaction of employees and career development component of Quality of Work Life.

**Table 5:** Karl Pearson Coefficient Correlation test between job satisfaction and components of Quality of work life

Sr. No.	Components of Quality of Work Life	Calculated r Value	Significance
1	Adequate and Fair compensation	.346(**)	<i>P</i> >0.01 Significant
2	Career Development	.388(**)	<i>P</i> >0.01 Significant
3	Organisational Commitment	.344(**)	<i>P</i> >0.01 Significant
4	Constitutionalisation in the work environment	.254(*)	<i>P</i> >0.05 Significant
5	Social relevance of Work life	.279(*)	<i>P</i> >0.05 Significant

**Interpretation**

From the above table it can be studied that there exist significant relationship between the Job Satisfaction and components of the quality of work life variable. From the above table it can also be understood that job satisfaction is derived out of the five factors namely adequate and fair

compensation, appropriate career development, Organisational commitment, effective Constitutionalisation of the work environment and social relevance of the work life. Among the other variable greater correlation is found in career development that means if the company doesn't devise a proper career advancement graph, knowledgeable people would most likely leave the organization.

### Result

As the calculated value is lesser than the tabulated value it shows that there exist a relationship between job satisfaction and other five components of quality of work life, hence alternate hypothesis is accepted and null hypothesis is rejected in the present situation.

**H<sub>0</sub>4:** There is no significant relationship between Organisational Commitment of employees and other components of Quality of Work Life.

**H<sub>a</sub>4:** There exist significant relationship between Organisational Commitment of employees and other components of Quality of Work Life.

**Table 6:** Karl Pearson Coefficient Correlation test between Organisational Commitment and components of Quality of Work Life

Sr. No.	Components of Quality of Work Life	Calculated r Value	Significance
1	Job Satisfaction	.344(**)	P>0.01 Significant
2	Constitutionalisation in the work environment	.397(**)	P>0.01 Significant
3	Work and the total life space	.588(**)	P>0.01 Significant
4	Social relevance of Work life	.262(*)	P>0.05 Significant

**Interpretation:** From the above table it can be studied that there exist significant relationship between the Organisational Commitment and components of the quality of work life variable. From the above table it can also be understood that Organisational Commitment is greatly correlated to work and the total life space, job satisfaction, Constitutionalisation of work environment and social relevance of work life. On the contrary no significant relation was found with compensation and healthy work environment. Among the other variable greater correlation is found with work and the total life spaces component that means if the company doesn't consider life spaces in the working of the unit it may lead to lesser commitment towards organization.

### Result

As the calculated value is lesser than the tabulated value it shows that there exist a relationship between Organisational Commitment and other four components of quality of work life, hence alternate hypothesis is accepted and null hypothesis is rejected in the present situation.

### Suggestions

The companies across the world are striving hard in nurturing themselves by keeping with them the best talent in the world through various traditional and modern methods of retention. But the new generation of the workforce is

giving more importance to career development rather than the salary and recognition. Here are the some suggestions

1. Company must devise a policy on career advancement and career positioning for better inflow of knowledge.
2. Company must do away the traditional method of advancing an employee purely on the basis of seniority even if better talent on the basis of performance is available, else company will start facing the elevation of labour turnover problem at the earliest.
3. As the company employees more than 1000 employees in its one single base the load distribution on one single person is distributed but at times people generally dislike it and needs work to prove themselves, hence care must be taken in order to retain them by simply managing them by providing challenging work.

### Conclusion

From the study it can be concluded that one factor doesn't contribute majorly to the quality of work life and all the factor doesn't create an equal impact on the employees mind. In order to have a greater and effective quality of work life an institution must fulfill and need to go extra mile in order that the employee can retained with least effort and can provide the best results to the company.

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