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## **A study on the quality of work life of the employees at HR consulting firms with special reference to Chennai city**

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### **Abstract**

Work life is a part and parcel of day to day life, as it has direction relationship with life style of people. Every individual spends more than eight hours per day in work space and it is the one third of his/her life. Research on quality of work life is considered to be more significant at the individual and organization level. The success of any organization is highly reliant on how it attracts recruits, trains, treats and retains its manpower. The purpose of this study was to analyse the QWL among employees of HR consulting companies in Chennai. In order to increase quality of work life, several management practices have been recommended to elevate the employees' approach towards their job and the working atmosphere in the organization.

**Keywords:** Quality of work life, work life, office environment

### **Introduction**

Quality of work life means the rate of contentment or displeasure with one's work. Those who love their work are said to have a high quality of work life, while those who are unhappy are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work.

### **Research Problem**

The Quality of work life is the new phenomenon which gained the interests of academicians, researchers and industry people in the recent decade, due to its satisfaction level and variables, directly reflects in the degree of growth of an organisation. Many HR consulting organisation fails to understand the concept QWL in the proper way. Needless to say, it is one of the competitive industries, where the employee cannot confine their work with in the regular time frame of an office. To make the man power of HR consulting companies perform better, the QWL has to redefined, which will motivate workers to take the organisation to the next level.

### **Review of literature**

Nanjundeswaraswamy & Swamy (2013) <sup>[1]</sup> in their study "Quality of Work life of Employees in Private Technical Institutions" found that Male employees are more satisfied than female employees the chi square test confirms that all the demographical factors like gender, designation, salary, department, experience are independent of quality of work life of employees in private technical institution. Study also reveals that there is a significant association between QWL of Teaching and Non-teaching staffs.

S. Subhashini, C.S. Ramani Gopal (2013) <sup>[3]</sup> in their study "Quality Of Work Life Among Women Employees Working In Garment Factories In Coimbatore District" explained about Women workers of the organization are most satisfied with the Work atmosphere and job security measures of the factory and are not much satisfied about the permitted leave that

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could be availed. The study also indicated that increase in quality of work life results in increase in productivity.

M. Aarthy & Dr. M. Nandhini, (2016) <sup>[4, 6]</sup>, A Study on Quality of Work Life Among The Engineering College Faculty Members In Coimbatore District In their study found that there is a moderate level of Quality of Work Life is found among the faculty members and the demographic variables namely age, gender, marital status, income, experience and number of children has a significant influence on Quality of Work Life of the engineering college faculty members.

Shweta Pandey & M. S Khan (2016) <sup>[8]</sup> “A study of quality of work life and its impact on Performance appraisal” in their study high quality of work life is essential for organizations to continue to attract and retain employees. This is the reason QWL concept has gained momentum recently and researches are going on worldwide to find out inputs for framing effective QWL strategies. Moreover this study supports the relationship between QWL, employee performance and career growth aspects which leads to performance appraisal. Still many facets of QWL need to be unexplored through further studies.

V. Sumathi & Dr. K. Dr. K. Gunadundari, (2016) <sup>[7]</sup> “Work Life Balance of Women Employees in Selected Service Sector with Reference to Coimbatore District” in their study found that the present situation of a large number of well qualified women who due to the various circumstances have been left their job needs to be addressed. The problems faced are several but, significantly, most often the "break in their careers" arises out of other hood and family responsibilities.” Work life policies are most successfully maintained in the organizations which have clear understanding of their business rational and which respect the Importance of work life balance for all the employees

**Objectives of the study**

- To study the quality of work life of the employees at HR consulting firms in Chennai.
- To measure the level of satisfaction of employees towards the quality of work life.
- To study the relationship between different variables and quality of work life of the respondents.

**Research Methodology**

The type of research undertaken was descriptive research. The research instrument used in the study is a “Structured Questionnaire” for collecting primary data. The secondary data is collected through websites, research journals, Textbooks etc; the sample size was 120 respondents in chennai. The type of sampling used was convenience sampling. The statistical tools & techniques which are employed for analysis were Percentage analysis, Factor Analysis, Anova analysis.

**Data Analysis & Findings**

**Percentage Analysis:** In this study, 77.5% of the respondents were male whereas 22.5% of the respondents were female. 10% of the respondents are diploma holders whereas 60% of the respondents are undergraduates and 16% of the respondents are post graduates and 14% of respondents are others. 60% of the respondents belong to the age group of 18-28 years whereas 29% of the respondents belong to the age group of 29-39 years and 11% of the respondents belong to the age group of 40-49 years. 70.83%

of the respondents have more than 9 years of experience whereas 10.83% of the respondents have 6 to 9 years of experience and 10% of the respondents have 3 to 6 years of experience and 8.3% respondents have 0 to 3 years of experience. For the variable fringe benefits, 10% of the respondents are highly satisfied, 46% of the respondents are partially satisfied and 16% of the respondents are neutral. Whereas 16% of the respondents are partially dissatisfied and 11% of the respondents are highly dissatisfied. For the variable, recreation, 25% of the respondents are highly satisfied, 35% of the respondents are partially satisfied and 35% of the respondents are neutral. Whereas 5% of the respondents are highly dissatisfied. For the variable employee engagement, 50% of the respondents are highly satisfied, 21% of the respondents are partially satisfied and 24% of the respondents are neutral, whereas 5% of the respondents are partially dissatisfied. For the variable skill set matches their job profile, 45% of the respondents are highly satisfied, 30% of the respondents are partially satisfied and 25% of the respondents are neutral. For the variable happiness about the job, 45% of the respondents are highly satisfied, 44% of the respondents are partially satisfied and 11% of the respondents are neutral. For the variable fun activities, 30% of the respondents are highly satisfied, 60% of the respondents are partially satisfied and 10% of the respondents are neutral. For the variable organizational training, 65% of the respondents are highly satisfied, 20% of the respondents are partially satisfied and 10% of the respondents are neutral, whereas 5% of the respondents are highly dissatisfied. For the variable recreation, 25% of the respondents are highly satisfied, 35% of the respondents are partially satisfied and 35% of the respondents are neutral whereas 5% of the respondents are highly dissatisfied. For the variable staff and management relationship, 65% of the respondents are highly satisfied, 15% of the respondents are partially satisfied and 20% of the respondents are neutral. For the variable reporting hierarchy, 50% of the respondents are highly satisfied, 35% of the respondents are partially satisfied and 15% of the respondents are neutral. For the variable safety and health, 60% of the respondents are highly satisfied, 25% of the respondents are partially satisfied and 15% of the respondents are neutral. For the variable emergency procedure, 60% of the respondents are highly satisfied, 20% of the respondents are partially satisfied and 15% of the respondents are neutral, whereas 5% of the respondents highly dissatisfied.

**Factor Analysis**

Factors	Score coefficient
Organizational training	.836
Emergency procedure	.830
Recreation	.823
Staff and management relationship	.843
Safety and Health	.860
Reporting hierarchy	.820

**Potential factors**

The Factor analysis shows that Organizational training, emerging procedure, recreation, Staff and management relationship, Safety and Health, Reporting hierarchy are best identifiers for Quality of work life on the basis of scored coefficient.

<b>ANOVA Analysis: Relationship between experience and organizational training</b>					
	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	27.006	3	9.002	12.175	.000
Within	56.194	76	.739		
Total	83.200	79			

The standard deviation and standard error statistics confirm that as work experience increases standard deviation of organizational training decreases. The value associated with F statistic is found to be 12.175. This shows that there is no variance between the groups. In other words different categories of experienced people favour organizational training for improving the quality of work life among the employees. Table value is found to be 3.71. The calculated F value is greater than the table value. This shows that there is no variance between the groups for the variable work experience towards organizational training.

### Suggestions

The suggestions are based on the researcher's opinion and perceptions which were derived from the responses of the employees and from the learning received while visiting the employees. The suggestions will be much effective if carried out on two levels namely the management and employees.

- Experienced employees mentioned that more training programs with the emphasis on latest technology are required.
- Providing more recreation facilities improves the mental health of the employees as they relax during stressed situations.
- When the higher authorities are contacted by the employees for explaining their problems and get it solved satisfaction level will be improved. Higher authorities must listen to the grievances of the employees and solve them.
- Organisational training, Emergency Procedure, Recreation, Staff management, opportunity for self-development, Issues are solved on priority, Awareness about reporting hierarchy are found out as potential factors. It is advised to the company to concentrate more on these factors.
- Favourable working conditions must be provided to the employees in terms of good ambience and provide necessary things such as pc, laptop, with Internet and mobile phone to perform the jobs
- The Organization must provide opportunity to exercise once talent and capabilities to face challenges and situations that require independent initiative and self-direction.
- Concern about the effect of work on people as well as organizational effectiveness.
- It is suggested that employee engagement in management must be healthier as few employees are not satisfied with that.

### Conclusion

QWL is viewed as wide ranging concept, of which the determinants/dimensions include adequate and fair compensation, safe and health working conditions, social integration in the work organization that enables an individual to develop and use all his capacities, opportunity

for continued growth and security, workers, rights, recognition for achievement, meaningfulness and significance of work, workload/ pressures and work, autonomy and control, enjoyment of work, creativity and innovation. These determinants/ dimensions emphasize the good feeling perceived from the interaction between the individuals and the work environment.

### Scope for future research

The study is limited to Chennai city only. The scope of research can be made wider by covering more places. The sample size does not give clear representation of the total universe as the size of sample taken for study is small. The size of sample can be increased to get more accurate results. Time constraint was also one of the limitations of the research. So if sufficient time is taken to conduct the research, better results can be obtained.

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