

## **QUALITY OF WORK LIFE SUSTAINS VIBRANT ORGANIZATION CULTURE -A STUDY ON KERAFED OIL COMPLEX**

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### **ABSTRACT**

Human resource is an important and dispensable part of a business organization. A high quality worklife is essential for organizations to continue to attract and retain employees. A quality of worklife (QWL) is gaining momentum as it considers as one of the remedy for all kinds of organization ailments. The term QWL was introduced by Louis Davis (1972) at the first international quality of worklife conference held in Toronto. This concept originated in India during mid 70s.

This paper focus on existing quality of worklife (QWL) conditions in Kerafed oil complex, Kerala. It is an attempt to identify the role of QWL in creating a strong organization culture in Kerafed. Primary data was collected through well structured questionnaires. Secondary data was collected through websites, journals, brochures etc. The collected data's are analyzed with statistical tools like simple percentage analysis, chi-square tests etc. Quantitative findings suggested that majority of workers were dissatisfied with the prevailing QWL practices in Kerafed. The study revealed that certain dimensions of QWL were positively contributed to the strong organization culture. Creating and sustaining a healthy worklife for the workers in Kerafed is highly recommended for a strong organization culture.

**KEYWORDS:** Autonomous Work Group, Dimension of QWL, Quality Circle, Quality of Work life, Recognition, Vibrant Organization Culture, Worker

### **INTRODUCTION**

#### **Aim/Objectives of the Study**

Quality of worklike (QWL) is a term that has been used to describe the border job related experience an individual has. By ensuring a harmonious work atmosphere, organizations can motivate their employees and foster their performances. QWL covers a person's perception about every facets or dimension of work including working conditions, career advancement, recognitions, training facilities and intrinsic meaning in a person's life.

#### **Objectives of the Study**

- To identify the factors affecting QWL
- To analyze the QWL among workers
- To identify the role of QWL in creating a vibrant organization culture
- To suggest suitable measures to improve the quality of worklife among workers

## RATIONALE OF THE STUDY

The Kerala karshaka Sahakarna Federation Ltd.(KERAFED) is the apex cooperative federation of coconut farmer under Govt. of Kerala. Kerafed is the largest producer of coconut oil in India. Kerafed was constituted by Govt of Kerala in 1987 with a bonafide objective of arranging to procure the products of coconut farmers to regulate the marketing operations of the projects. Kerfed's coconut oil complex at Karunagappnally in Kollam district is one of the biggest such units in India with a production capacity of 200 tons/day. Kerafed is the home of several farmers depending on it, about 27 Lakhs of farmers are the benefit carriers of this federation. A specific study is essential to assess the QWL in this organization since this Govt. undertaking organization was needed improvement in the field of QWL.

## LITERATURE REVIEW

Suttle J L (1977) defined QWL as the degree to which work is able to satisfy the importance personal basic needs through experience in the organization. Nadler D A and Lawler E E 3<sup>rd</sup> (1983) referd QWL as an individual's perception of, attitudes towards his or her work and total working environment.

Mirvis and Lawler (1984) suggested that QWL was associated with satisfaction with wages, hours and working conditions describing the basic elements of a good quality of worklife as safe work environment, equitqble wages, equal employment opportunities and opportunities for advancement. Chan,C.H and W O Einstein(1990) pointed out QWL reflects a concern for persons experience at work, their relationship with other people, their work setting and their effectiveness on the job

Datta (1999) in his study "QWL : a human values approach" say that in a deeper sense QWL refers to the QWL of individuals in their working organizations-commercial,educational,cultural,religious,philanthropic or whatever they are. Modern society is organizational socity. Individuuals spend much of their lives in organization.

Hence the importance of QWL is unquestionable. Neerpal Rathi (2010) QWL is a multi dimensional term which provides a good worklife balance and gives a qualitative boost to a total work environment of any organization.

## RESEARCH METHODOLOGY

The research design chosen was descriptive in nature. The sample size taken for the study is sixty. Primary data was collected through well structured questionnaires. Secondary data was collected through websites, journals, brochures etc. The collected data's are analyzed with statistical tools like simple percentage analysis, chi-square tests Etc

## RESULTS & DISCUSSIONS

**Table 1: Classification Based on Dimensions of QWL**

Sl No	Dimensions of QWL	Agreeable Level of Opinion	No. of Respondents	%
1	Interpersonal Relationship	Strongly Agree	24	40
		Agree	36	60
		Neither agree nor disagree	0	0
		Disagree	0	0
		Strongly disagree	0	0
		<b>Total</b>	<b>60</b>	<b>100</b>

2	Recognition	Strongly Agree	22	36.67
		Agree	23	38.33
		Neither agree nor disagree	8	13.33
		Disagree	7	11.67
		Strongly disagree	0	0
		<b>Total</b>	<b>60</b>	<b>100</b>
3	Physical working condition	Strongly Agree	18	30
		Agree	42	70
		Neither agree nor disagree	0	0
		Disagree	0	0
		Strongly disagree	0	0
		<b>Total</b>	<b>60</b>	<b>100</b>
4	Training Facilities	Strongly Agree	3	5
		Agree	30	50
		Neither agree nor disagree	0	0
		Disagree	24	40
		Strongly disagree	3	5
		<b>Total</b>	<b>60</b>	<b>100</b>
5	Duration of working hours	Strongly Agree	8	13.33
		Agree	28	46.67
		Neither agree nor disagree	24	40
		Disagree	0	0
		Strongly disagree	0	0
		<b>Total</b>	<b>60</b>	<b>100</b>
6	Career advancement	Strongly Agree	0	0
		Agree	8	13.33
		Neither agree nor disagree	12	20
		Disagree	30	50
		Strongly disagree	10	16.67
		<b>Total</b>	<b>60</b>	<b>100</b>
7	Participatory Management	Strongly Agree	0	0
		Agree	8	13.33
		Neither agree nor disagree	4	6.67
		Disagree	36	60
		Strongly disagree	12	20
		<b>Total</b>	<b>60</b>	<b>100</b>

## INTERPRETATIONS

Table shows that 40 % of the respondents strongly agree that the interpersonal relationship in the organization is a positive contributor to the string organization culture. Only 13.33 % of the respondent are strongly agreed that they are comfortable with the working hours.36.67% of the respondents are strongly agreed that the recognition they are getting in Kerafed is adequate. Around 50% of the workers are dissatisfied with the career advancement providing by the organization. Only 13,33 % of respondents are comfortable with the participatory management.50% of the employees are agreed that the training facilities providing to them is appropriate for achieving job efficiency.

Table 2: Weighted Average Method

SI No	Benefits	Weight(X)	5	4	3	2	1	Total	Weighted Average	Rank
1	Interpersonal relationship	Frequency (F)	16	18	6	6	14	60	13.2	2
		F(x)	80	72	18	12	14	198		
2	Recognition	Frequency (F)	20	4	21	10	5	60	13.6	1
		F(x)	100	16	63	20	5	204		
3	Working hours	Frequency (F)	3	6	15	24	12	60	9.6	5
		F(x)	15	24	45	48	12	144		
4	Training	Frequency (F)	6	11	10	15	18	60	10.13	4
		F(x)	30	44	30	30	18	152		
5	Working condition	Frequency (F)	13	21	8	5	13	60	13	3
		F(x)	65	84	24	10	13	196		

Weighted average Method =  $\frac{\text{No. of respondents}}{\text{Total No of respondents}}$

## INTERPRETATIONS

From the above table it is inferred that employee's ranks as

- Recognition
- Interpersonal Relation
- Working condition

Workers are most satisfied with the recognition and interpersonal relationship prevailing in Kerafed.

## FINDING AND RELEVANCE

Data gathered were analyzed by using the method of Chi-square test, Z-test, correlation and other tools. Totally seven dimensions of QWL was taken. The dimensions were:

- Interpersonal relationship
- Training Facilities
- Recognition
- Physical working condition
- Duration of working hours
- Career Advancement
- Participatory Management

The statistical analysis showed that among these seven dimensions, three are positively contributing to the strong organization culture. They were inter personal relationship, Recognition and physical working condition. It is found that 25% of workers are satisfied with available QWL factors while 30% are moderately satisfied. Remaining 45% of the workers had low satisfaction level with the prevailing QWL in Kerafed. In general majority showed a sense of dissatisfaction with the existing conditions of QWL factors.

## CONCLUSIONS

Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and free them from stress and strain. Human resource is the only factor in the value creation process which has immeasurable growth and potential. Thus Kerafed can concentrate on organization culture by providing adequate work life conditions. The organization need to realize and strategically manage the human resource for a sustainable growth in the present uncertain environment

## RECOMMENDATIONS

Employer should

- Provide modern physical amenities at work place
- Involve workers in decision making
- Establishing quality circles
- Encouraging autonomous work group

Employee and union should:-

- Educate and make aware of quality work life.
- Identify areas of career advancement
- Encourage workers to participate in QWL activities

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