A STUDY ON QUALITY OF WORK LIFE LEADS ORGANIZATION RESILIENCE IN AUTOMOBILE INDUSTRY WITH SPECIAL REFERENCE TO CHENNAI CITY

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Abstract: Manufacturing industries are on the rise in India. While the service sector is traditionally the strongest segment of the Indian economy, the manufacturing sector is an important component which continues to experience steady growth, currently constituting fifteen percent of the Gross Domestic Product. Now automobile Industries playing vital role in development of Indian economy. Any activity which takes place at every level of an Industry, which seeks greater organizational Resilience through the enhancement of human dignity and growth. There has been much concern today about decent wages, convenient working hours, conductive working conditions etc. Their 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, some attempts were made to describe the term quality of work life (QWL). It refers to the favorableness or unfavorable of a job environment for people. QWL means different things to different people. In this research paper I focus all aspects of QWL in 360 angles and main factors which has highly impact on organization excellence.

Keywords: 360 angles, Gross Domestic Product, Human dignity, Job environment, Organization excellence, Organization Resilience, Organizational effectiveness, QWL.

I. INTRODUCTION

Any activity which takes place at every level of an organization, which seeks greater organizational effectiveness through the enhancement of human dignity and growth. There has been much concern today about decent wages, convenient working hours, conductive working conditions etc. Their 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, some attempts were made to describe the term quality of work life (QWL). It refers to the favorableness or unfavourableness of a job environment for people. QWL means different things to different people.

J. Richard and J. Loy define QWL as “the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization.”

CONCEPT OF QWL:

The concept of QWL is based on the assumption that the job is more than just a job it is the centre of a person’s life and worker as a whole individual rather than a half human and half machine personally of Jekyili Hyde type. In recent years there has been increasing concern for QWL due to several factors:

a) Increase in education level & consequently job aspirations of employees.

b) Association of workers.

c) Significance of human resource management.

d) Widespread industrial unrest

e) Growing of knowledge in human behavior etc.

QWL is a prescriptive concept, it attempts to design work environments so as to maximize concern for human welfare. QWL acts in two dimensions.

Goal Process

QWL ACTS AS GOAL BY
- Creation of more involving
- satisfying and effective jobs
- Work environment for people at all levels of the organization

QWL ACTS AS PROCESS BY
- Make efforts to realize this goal through active participation

The whole essence of QWL may be stated thus, the QWL is co-operative rather than authoritarian; evolutionary and open rather static and rigid; informal rather than mechanistic; mutual respect and trust than hatred against each other.
SPECIFIC ISSUES IN QWL:

(VII) PARTICIPATIVE MANAGEMENT

Employees should be allowed to participate in management participative schemes which may be of several types.

OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE:

➢ To Study the Quality of work life of Employees in Automobile Industry.
➢ To get an account of welfare activities being provided for the Employees.
➢ To know the existing working condition.
➢ To know the perception of employees among the Training & Development program.
➢ To know the satisfaction of employees towards their job.
➢ To study the level of Morale of the Employees.

RESEARCH DESIGN:

The type of research design used in the project was Descriptive research, because it helps to describe a particular situation prevailing within a company. Descriptive research is also called Statistical Research. The main goal of this type of research is to describe the data and characteristics about what is being studied. Although this research is highly accurate, it does not gather the causes behind a situation. Descriptive research is mainly done when a researcher wants to gain a better understanding of a topic.

Simple Random Sampling method was used in this project. A sample is called simple random sample if each unit of the population has an equal chance of being selected for the sample. Whenever a unit is selected for the sample, the units of the population are equally likely to be selected. Under Simple Random Sampling method the Convenience method was used. The population of the research includes approximately 2, 30,000 employees.

SIZE OF THE SAMPLE

For a research study to be perfect the sample size selected should be optimal i.e. it should neither be excessively large nor too small. Here the sample size is 2300.

The statistic technique used for analysis includes Chi-square analysis, Analysis Of Variance (ANOVA) - particularly two way ANOVA, Percentage analysis and weighted average method etc.

IN MY FINDINGS:

Now a day in automobile industries most of the employees are belongs the age of 20 – 35. They have engineering background. The reason is trough campus they are selected and additionally they are familiar in computer skills. They all are Majority of the respondents agree that the management gives high priority for the safety of employees. The reason is most of the automobile industries are concern the safety of the employees. Because they believe that safety also lead good productivity. Employees are satisfied with the medi-claim insurance provided by the company. The employees require more educational benefits provided by the company. Company enhances learning opportunity. Because automobile industry only vast developed industry in India. The employees require more knowledge about current

STRATEGIES FOR IMPROVEMENT OF QWL:

The strategies for improvement in quality of work life include self-managed work teams, redesign and enrichment, effective leadership and supervisory behavior, career development, alternative work schedules, job security, administrative organizational and participating management.

(I) SELF-MANAGED WORK TEAMS

These are also called autonomous work groups or integrated work teams. These work teams are formed with 10 to 20 employees who plan, co-ordinate and control the activities of the team with the help of a team leader who is one among them. Each team performs all activities including selecting their people.

(II) JOB REDESIGN AND ENRICHMENT

Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher order human needs.

(III) EFFECTIVE LEADERSHIP AND SUPERVisory BEHAVIOR

For effective leadership and supervisory behavior ‘9-9’ style of managerial grid is suitable.

(IV) CAREER DEVELOPMENT

Provision for career planning, communicating and counseling She employees about the career opportunities, career path, education and development and for second careers should be made.

(V) ALTERNATIVE WORK SCHEDULES

Provision for flexible working hours, part-time employments, job-sharing and reduced work week should be made.

(VI) JOB SECURITY

This tops the employees list of priorities. It should be adequately taken care of.

(VII) ADMINISTRATIVE OR ORGANIZATIONAL JUSTICE

The principles of justice, fair and equity should be taken care of in disciplinary procedure, grievance procedures, promotions, transfers, demotion, work assignment, leave, etc.
The environment speaks more than employee’s mood. Most of the automobile industries providing proper lighting & ventilation facilities. The company thinks that peace full environment also increase the organization excellence to the next level. The competitions are very high now a day in this automobile industry. So the industry itself understands the pulse of the employee. So that they provide the best resources to do a better job. Most of the automobile Industries basic infrastructure is good. New methods introduction, advancement of technology the companies are providing good training & development. The strongly believe that training and development leads career growth for employees apart from organization benefits.

SUGGESTIONS AND RECOMMENDATIONS
Some of the suggestions, which if accepted & implemented, can definitely acts as a helping hand to automobile industries.
- Organization should enhance work force motivation to improve productivity. Workers must be encouraged and motivated. 
- Employees expect mutual relationship between co-workers. 
- Employee’s needs special training from the company related to their job during working period. 
- Employees need more compensation from the company. 
- Employees expect the quality of work to be measured periodically be the company.

CONCLUSION
It is clear that the quality of work life of employees in automobile industry is good. This research highlights some of the small gaps in employee’s satisfaction towards the company. Quality of work life is an internationally designed effort to bring about increased employee management, co-operation to jointly solve the problem of improving Organization performance & employee satisfaction. Industry aims to promote the peaceful industrial relations and good organization which is highlighted by management and the employees. Since employees are the backbone of the company. So company should satisfy them in order to improve the business in the higher competitive market of the liberalized economy. To conclude, because the employees needs& expectation are being met by the organization it can be assumed that the employees would fulfill their duties & responsibilities towards the organization. Sure it will lead the organization resilience in a better way.

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Received “Best Teacher” award in 2007 from Meenakshi College of Engineering, Chennai

Additional in charge for Placement and Training

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Chief organizer of national level technical symposium ‘FAUCON 07’.

Took initiative in organizing Blood donation camp.

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