

# An Empirical Study of Quality of Working Life in Saras Dairy Rajasthan

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**Abstract:** *The Quality of working life (QWL) is a multifaceted construct that encompasses various aspects of an individual's experience in the workplace. It is essential to understand and access QWL, as it directly impacts the well-being of employees and by extension, organization performance. This research paper attempts to analyse the Walton's eight conceptual area of QWL on various category of workers in Saras Dairy of Udaipur. Major objectives of the research work are to find out the hierarchical effects on QWL and effects of QWL on group behavior. Study employed a mixed method approach combining quantitative survey and qualitative interview together comprehensive data. The results of the study revealed that employees of the Saras Dairy reported moderate level of overall QWL, with variations observed across different working groups. Factors such as job security, work life balance and relationship with colleagues and supervisors significantly influenced QWL. The research paper concludes by discussing implications for Saras Dairy and offering recommendation for enhancing Quality of working life.*

**Key Words:** *Quality of Working life, Workplace, Hierarchical, Group Behaviour, Employee, Moderate level.*

## 1. INTRODUCTION:

It seems all of a sudden, the traditional methods of motivation of human beings, even within the established institutions, have become ineffective. Although advanced technology centers around higher productivity, but it has negative impact on the work-place environment. Workers see their jobs disappearing or being dehumanized. Societal support must go hand in hand with technical innovations. The new form of work organizations, therefore, must represent an optimum balance between the technical demands of the job and social needs of the people performing it. As a name to identify a perceivable discrete set of notions, or activities values Quality of working life is not a phrase to conjure with one of the principal problems with the term is Quality of working life is not a single, or a specific notion rather; it consists of whole parcel of terms and notion, all of which really belong under the Quality of working life umbrella. Industrial effectiveness, human resource development, organizational effectiveness, work retrenchment, job enrichment, socio-technical systems, working humanization, group work concept, labour management co-operation, working together, workers involvement, worker's participation, co-operative work structures. Each of these, in varying degrees of inadequacy, identifies a part of the large whole that quality of working life seeks to identify quality of working life is the sum of all these various attempts to label a general new direction for work organizations in the late 20th century. This growing interest in the new forms of work organization has been accompanied by an explosion of the literature dealing with the area of "Quality of working life" which is the focal theme of the present work.

## 2. OBJECTIVES OF THE PRESENT STUDY

The present study has two-fold objectives:

- (i) To study Hierarchical effect on viewing quality of working life.
- (ii) To study the effect of "Quality of Working Life" on Group Behavior.

## 3. HYPOTHESIS OF THE STUDY:

Followings are the research hypothesis of the present study:

**Hypothesis- I:** There will be differences among hierarchical levels across and between the departments in perceiving their Quality of Working Life.

**Hypothesis- II:** There will be definite effect of "Quality of Working Life" on group behavior.

#### 4. Rationale of the Study :

The position within any organizational hierarchy has been repeatedly shown to have psychological implications for individual organization member. The different perception of QWL at various hierarchical levels will cause “QWL” as differentiating factor. The fulfillment of personal needs, values and expectations defines the Quality of working life. It is the work group of the organization which acts as an instrument in providing personal satisfaction to the employees. The more need is satisfied: the more attracted the member would feel towards the groups.

For the present investigation, eight major conceptual areas of ‘QWL’ had adapted from Walton’s work like Adequate Income and Fair Compensation, Safe and Healthy Working Conditions, Immediate Opportunities to Use and develop human Capacities, Opportunity for continued Growth and Security, Social integration in the work organization, Constitutionalism in Work Organization, Work and Total Life Space, The Social relevance of work in life

#### 5. Methodology of the Study :

**(i) Area of the study:** The present investigation, “Quality of Working Life”, was conducted in Udaipur Zila Dugdh Utpadak Sahakari Sangh Ltd. (Saras Dairy), situated at Udaipur district headquarter (Rajasthan) with a total strength of about 133 (temporary and permanent) employees. The study was conducted in the Administration, Accounts, Personnel, Marketing, Purchase, Production, Quality control department of the industry.

**(ii) Sample Designing:** The responses were obtained from two measures, viz. “Quality of Working Life” and group cohesiveness. For ‘QWL’ response, data is taken from the all seven departments divided into five strata:

- Executives- 10 persons
- Supervisors and Dairy technicians- 10
- Skilled Workers- 10
- Semi-skilled Workers- 10
- Unskilled Workers- 10

Stratified random sampling is used to collect a sample of size 50 (10 from each strata) from the 7 different departments to study the ‘QWL’ response. To draw a sample for responses of ‘Group Cohesiveness’ measure, 15 persons from three different departments (across the five levels) were drawn using stratified random sampling to collect a sample of size 45. The three chosen departments were:

- Personnel Department- 15 persons
- Marketing Department- 15 person
- Accounts Department- 15 person

The diagnostic data is used to derive comparative analysis of all the five normal groups of the organization. For collecting the responses on ‘QWL’ measures, respondents were contacted individually to help them to understand the items of measures as sample population includes white- and blue-collar workers and some of whom had language difficulty.

**(iii) Collection of Data:** A questionnaire was used to collect data on Quality of Working life, which was developed by present investigator. The scale includes eight basic major factors. Due to time and linguistic constraints of the respondents, the questionnaire was administered individually and instructions which were very simple were conveyed to the subjects verbally with the assurance that their names and the information given by them would be kept completely anonymous. This was particularly needed as the study was restricted to only one particular organization and there was always apprehension of the responses being leaked to the top management. Hence, it was considered necessary to give personal touch for the data collection.

**(iv) Tools for data analysis:** A questionnaire was used to collect data on ‘QWL’ containing 25 close ended questions. The scale includes eight basic major factors. The index of group cohesiveness used in the present investigation followed the scoring procedure of Seashore (1982). Responses were obtained on seven points dimensions which are as follows:

- Strongly Disagree

- Disagree
- Slightly disagree
- Neither agree nor disagree
- Slightly agree
- Agree
- Strongly Agree.

A high score on index meant the respondent is part of a very cohesive group, and a low score will indicate that he is part of a group with little cohesive.

## 6. Findings of the Study :

### To study hierarchical effect in viewing Quality of working life:

- In all 68 percent of the respondents feel satisfied with the income from the work. Except the skilled workers all other classes considered their pay as satisfactory in reference of the workload.

Among the hierarchal levels unskilled workers were highly satisfied with their income whereas the skilled workers had a bitter response towards the same. It was mainly due to less difference among the incomes of skilled and unskilled workers.

- When we talk about the need fulfillment through job, we got a mixed response from the various segments. 50 per cent of the respondents consider their job contributing towards the fulfillment of their needs whereas the others do not think so.

People at the executive level and supervisor level find their jobs quite satisfactory when we talk of need fulfillment which could be due to good pay scales and other fringe benefits available to them. For the unskilled worker class the conditions are just opposite.

- 74 per cent respondents feel that their organization works as a socially responsible unit.

All the hierarchical level considers their organization as a socially responsible unit and a similar trend was observed at almost all the classes.

- 88 per cent of the respondents think that their job provides them a respectable place in the society and plays an important part in developing social prestige for them.

Among the hierarchal level the responses are quite uniform. Only the skilled worker class sometimes feels that their social prestige is lowered due to their job. People who are highly skilled, when don't get such jobs which utilizes their whole ability, are unsatisfied with their jobs.

- 46 per cent of the respondents feel that the working conditions have risk of illness and injury at their work place.

The unskilled worker class is most of the time complaining about the bad working conditions whereas the executive class claims to have safe and healthy working condition.

- Only 30 per cent of respondents consider that their organization is overcrowded and dirty.

Among the various hierarchal levels, it is basically the supervisor class which thinks that the organization is overcrowded and dirty. However, the lower levels always feel the scarcity of man power and complain about the high work loads due to the same reason.

- 56 per cent of the respondents are of the opinion that the members of the work organization have the sense of one community.

Except the supervisor class rest all the classes somehow feel that the organization has the sense of one community.

- Again, there is mixed response towards the social security scheme. In aggregate, 56 per cent of the respondents agree with the fact that their job have improved social security schemes.

In the opinion of semi-skilled and unskilled workers their job does not have improved social security scheme whereas most of the executives and skilled workers think that they are a part of better and improved social security scheme.

- 80 per cent of the respondents agree that they receive equal treatment in all matters like employee compensation, job security etc.

As clear from the pie chart, people at all the levels contribute equally in the satisfied segment.

- 86 per cent of respondents identify them selves as a member of the organization on the basis of skill and potentialities without regard of race sex and age.

Except few persons in the semiskilled and unskilled class all people are of opinion that the organization is unbiased and fair in its working. People are identified by their work and performance and not by their race, sex, age etc.

- On an average only 34 per cent respondents agree that the ideas to bring new changes in the organization are appreciated by the top management.

There is a consensus among the people at all the hierarchal levels regarding the low appreciation of creativity and innovativeness.

- 76 per cent of respondents agree that they are able to match their work life with their social life in general terms and aspects.

Employees at the five different hierarchal levels have almost same opinion about the fit of their work life with the social life they have.

- On an average, 68 per cent of respondents find their pays sufficient enough to fulfill their financial needs.

A strange phenomenon was observed while survey in the skilled class where only few people were satisfied with their pay.

- 40 per cent of the respondents, on average, find the working conditions dehumanized and inappropriate.

Again, the satisfaction is seen to decrease as we move down from executive level to the unskilled worker level. The working conditions could be an important factor in the perception of Quality of working life at the various levels.

- 60 per cent of the respondents, on average, agree with the statement that working in a group in this organization is not a problem for them.

Persons at the supervisor level find it difficult to work in a group. This could be due to the fact they have to handle many persons at a time which is at times not easy. All the employees in the worker class find it helpful to work in a group.

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There exists perfect team integration, and people from all the levels agree equally in the successful participation of members in team work.

- 68 per cent of respondents, on average, accept that they neglect their health due to their job which could lead to a poor perception of Quality of working Life among the employees.

A similar pattern was observed at all the levels regarding the views of employee about their health.

- More than half of the respondents feel that their individual and social needs are neglected in the organization.

A general trend was observed and it can be concluded that people at all the levels find their individual and social needs being neglected by the organization which could again lower down the perception of QWL.

- Again, more than half (58 per cent) of the respondents agree that the member of senior staff pay attention to the grievances of the junior staff.

Very few people in the unskilled and semiskilled class find this true that the grievances of the junior staff are given due attention. It is mostly the executive and supervisor level which claims that the grievances are redresses with full attention and accuracy.

- 78 per cent of the respondents, on average, do not feel isolated from the organization in terms of total tasks.

None of the employees in the executive level feel isolated from the organization in terms of total tasks. Discrepancy exists only at the lower levels where few Workers are not able to associate themselves with the total task of the organization. Thus, the perception of QWL may vary among the various hierarchal levels.

#### **To study effect of “Quality of Working life” on Group behavior:**

- Majority of employees in the personnel department feel that they are a part of their work group which is a positive sign.

In marketing almost one third respondents were indifferent and only 50 per cent of the respondents feel that they are a part of their work group. In Accounts again majority of persons feel a part of their work group.

- The results indicate that the persons in personnel are not much participative and prefer to work alone but again the majority agrees to being together with the other members of the group.

In marketing department there are few deviations from the main stream which again agrees to be participative. The employees in Accounts department have shown the greatest interest in the participation in team activities along with other team members.

- In personnel department, although the majority seems to be protective in nature, there are certain people who deny that they defend each other from criticisms by outsider.

In marketing department, there is a mixed response and only half of the respondents feel that they are being defended from criticism from the outsiders. In Accounts department, the bond among the work group members is observed to be the highest as all agree that they are being defended from the criticism by outsiders.

- Only half of the respondents feel that they get the appropriate help from the other work group members in the personnel department. More than 80 per cent of respondents in the marketing department find the other members of the work group helpful and cooperative.

The same pattern is also observed in the Accounts department nobody disagrees.

- Two third of the respondents agree to the fact that members of their work group stick together and show unity. In such cases the members feel more integrated and develop the sense of one community which is quite helpful for the better perception of Quality of working life.

However, in the Marketing department there are two different groups. First, those who feel that the other group members are helping and cooperative and secondly those who don't feel so. Two different schools of thoughts in the same department. An account also follows the same pattern as followed by marketing department

- As far the understanding among the employees is considered, two third of respondents in the personnel department have shown good compatibility among the members of the work groups.

Almost one third of the employees in the Marketing department have shown their indifferent attitude towards the common understanding and compatibility among the members of the work group. Again, half of the respondents in Accounts department disagree with the fact that the other work group members have a good understanding and compatibility.

## **7. Conclusions of the Study**

### **Hierarchical Effects in Perceiving QWL**

It was found that there were differences at various hierarchical levels of the organization in perceiving their working life. Higher levels were found to have better perception regarding their working life than workers level on almost all the sub-factors of QWL and overall QWL.

### **Effect of QWL on Group Behaviour**

While understanding the relationship of Quality of Working Life to group behavior it was observed that some of the QWL factors were positive contributing towards group cohesiveness. For instance, in Accounts department,



maximum positive and significant relation was observed between QWL factors and group cohesiveness which has been ascribed to the functional peculiarities of this particular group. The Personnel and Marketing, on the other hand failed to show much significant relationship. This type of finding leads us to believe that QWL factors get moderated by functional peculiarities of any particular work group and have differential effects on group cohesiveness.

#### 8. Suggestions and Recommendations :

- **Job Redesign:** Narrow jobs need to be combined into large units of accomplishment. Jobs should be redesigned to enrich them. Job enrichment helps to satisfy higher order needs by providing interesting, stimulating and challenging work.
- **Career Development:** Opportunity for career advancement and growth improve commitment. Career planning, counseling second careers, etc. help to meet expectations of achievement-oriented employees.
- **Autonomous Work Groups:** In an autonomous work group, employees are given freedom of decision making. In such a group the workers themselves plan, coordinate and control their activities. The group as a whole is accountable for success or failure. It is also called a self-managed work team.
- **Flexible Work Schedules:** Flexible working hours, staggered hours, job sharing, part-time employment and other types of alternative work schedules provide freedom to employees in scheduling their work.
- **Participative Management:** Employees want to participate in deciding matters which affect their lives. Therefore, quality circles, management by objectives, suggestion system and other forms of employee participation in management help to improve Quality of Working Life.
- **Job Security:** Adequate security of job is a high priority of employees and should be provided.

#### 9. Limitations of the study :

- The findings of the study points towards the hierarchical and work group differences regarding Quality of Working Life. One may take up a number of organizations and make a comparative study.
- The present study is severely handicapped by low number of respondents on the two measures. Future investigation may be taken up on larger sample for QWL and group cohesiveness.
- From methodological view point, depth interview technique can be used for deeper analysis into the group psyche as well as for researching the realistic meaning of QWL.

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