

A Study on Quality of Work Life of Employees in Salzer Electronic Private Limited, Coimbatore

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Abstract

Quality of Work Life is a critical concept with having lots of importance in employee's life. A life quality of work life (QWL) is essential for all organizations to continue to attract and retain employee to continue to attract and retain employee. This study attempted to find out the factors that have an impact and influence on quality of work life of employees in Salzer Electronic Private Ltd., Coimbatore. The quality of work life of an organization can be assessed by opinions of employees on statement regarding quality of work life (QWL) aspects. If employees perceive on organization as offering a good quality of work in return for their contribution to an organization, then it is likely that employees will report higher levels of performance and job involvement. The aims of this study was to analyze the QWL among employees of Salzer Electronic Private Ltd., Coimbatore region. Introduction Quality of Work Life is the quality of relationship between employees and total work environment concern for the impact of work on individuals as well as an organizational effectiveness and the idea of participation in organization problem solving and decision making. The research model for this study was based on the factors affecting Quality of work – life and the relationship between QWL and Satisfaction of Employees in the Salzer Electronic Private Ltd., Coimbatore. Quality of Work Life of the employees in an organization is the work environment. It is the responsibility of the Management to provide a work environment, which conducive to good performance. To prevent such possibility from arising, the Management should provide a good working environment where employees can work without stress, where necessary information for accomplishing task is made available adequate and fair compensation is given in the work place is safe, healthy and the supervisors motivates the employees.

Keywords: Quality of work life, Factor influencing (QWL) and Level of satisfactions on QWL

Introduction

Definition

Richard and J. Loy defines (QWL) Quality of work life as “a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work”.

The term 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.

Some consider it as industrial in the decision making process, for democracy or co-determination with others, particularly managers and increased employee participation administrations, the term denotes

improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as improving social relationship at workplace through autonomous workgroups. Quality of work life means to have good supervision, good working conditions, good pay, and benefits, interesting and rewarding job or simply the job satisfaction. Quality of Work Life (QWL) has become one of the most important issues these days in every organisation. Employees are the force that is behind every successful organisation. No organisation can become successful with technology only for the use of technology also, organisations need to have strong work force. So quality of work life has become one of the important concept in every organisation to retain their work force.

Quality of Work Life was the term actually introduced in the late 1960's. From that period till now the term is gaining more and more importance everywhere, at every work place. Initially quality of work life was focusing on the effects of employment on the general wellbeing and the health of the workers. But now its focus has been changed. Every organisation need to give good environment to their workers including all financial and non-financial incentives so that they can retain their employees for the longer period and for the achievement of the organisation goals. The quality of Work Life approach considers people as an asset to the organization rather than as costs. 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 work force, organizations need to concentrate on job designs and organization of work.

Quality of work life refers to the relationship between employees and their total working environment. It considers people as an asset to the organization rather than cost. This approach believes that people can perform to their best if they are given enough autonomy in managing their work and make decision. And, so quality of work is viewed as an alternative to the control approach of managing people. Warret (1979)¹ defined quality of working

life as indicative of variety of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction life satisfaction, happiness, and self rated anxiety. Direct participation of employees in problem solving and decision making particularly in areas related to their work is considered to be necessary condition for providing greater autonomy and opportunity for self direction and self control and will result in upgrading the QWL. In today's work environment, organizations need to be flexible, and adopt a strategy to improve the employees 'Quality of Work Life' to satisfy both the organizational objectives and employee needs. Effective quality of work life practices in organizations makes its impact on employee performance and the overall organizations performance.

Quality of work Life is a Person's life. It covers a person's feelings about every dimensions of work including economic rewards and benefits, security, working condition, Organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore it can be said Quality of work Life in concern not only to improve life at work, but also life outside work.

Important of Quality of Work Life

In current scenario every organization wants more output in comparison of less input; it can be possible when working employees find their working place comfortable as per the job requirement, so it's very important for an organization to make a quality relationship between its employees and working environment. Nowadays, there is no balance between the family and work life due to job performance pressure and conflicting interests and over socialization that leads to too much of interest about the co-workers for satisfaction of their egos, creating problems in the minds of the neighbors.

The work norms impose on workers too much of burden and control by their bosses. And the rules are for workers or employees they have to follow, and the employers have rights to lay off the workers due

of work life and job satisfaction" International review of business management, Vol. 4, No. 3, April 1979, pp 23-34.

¹ Warrant (1979) "Employees perception on quality

to marketing and technological factors. The Indian workers and their unions are now on the defensive. They are now more interesting in questions of how to retain their jobs than in the questions of how to improve their quality of work life in the workplace. It is therefore not difficult to understand why the question of improving quality of work life has lost its importance in our country. The quality of work life movement which draws "attention to workers" needs for meaning and satisfying work and for participation in decisions that affects their work situation. And work is a major formation experience which can either promote or limits a man's growth in ways which affect the whole man and which therefore shapes his life outside the job as well as within it.

Factors rhat Influence and Decide the Quality of Work Life

Attitude: The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.

Environment: The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchroniztion of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control or emotions.

Opportunities: Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement

and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

Nature of Job: For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, tram engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, abilities to tram and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

People: Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. these situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

Stress Level: All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types – mental stress/ physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress.

Career Prospects: Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management,

appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the later from being so, and strive for better performance.

Challenges: The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative – less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

Growth and Development: Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; all said and done, reward is a key criteria to lure a prospective worker to accept the offer.

Quality of Work Life plays a vital role in Human Resource Management. QWL in India can be improved through a variety of instrumentalities like education and training, employee communication, union participation, research projects, and appreciation of changing environment. A good human resources practice would encourage all employees to be more productive while enjoying work. Therefore, QWL is becoming an important human resources issue in all organizations. The Quality of Work Life intends to develop enhance and utilize human resource effectively, to improve quality of products, services, productivity and reduce cost of production per unit of output and to

satisfy the workers psychological needs for self-esteem, participation, recognition, etc., improved quality of work life leads to improved performance. Performance means not only physical output but also the behavior of the worker in helping his colleagues in solving job related problems, team spirit and accepting temporary unfavorable work conditions without complaints. A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

Statement of the Problem

The study was defined with a view to investigating the overall quality of work life and job satisfaction and performance of workers in Salzer Electronics Private Limited, Coimbatore City. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, morale of an employees and economic development of the country.

Quality of work life in a developing country like India has gained momentum and has now become both “Ends and means”. It is end in itself as it is the key off all development. It is a means the decision making involves worker participation and job redesign, which improves the productivity and overall performance i.e. skills and competencies of the workers. It aims at healthier, more satisfied and more productive employees then more adaptive, effective and profitable organization.

Quality of work life is a generic phrase that covers a person's feelings about very dimension of work, including economic rewards and benefits, security, safe and healthy working condition, organizational and interpersonal relationship and intrinsic meaning in the person's life. To sustain and competencies of the employees should be multifaceted, upgraded and attuned to specific needs. Hence the present study is an attempt to evaluate the quality of work life in Salzer Electronics Private Limited Coimbatore city. The examining of quality of quality of work life and factor influencing quality of work life and their level of satisfaction of workers and constrains related to it has also been undertaken in this present study.

Objectives of the Study

- To identify the factors influencing the Quality of Work Life (QWL) in Salzer Electronics Private Limited, Coimbatore.
- To study on the Quality of Work Life (QWL) of employees in the organization.
- To analyze the level of satisfaction of the employees on Quality of work life (QWL) in an organization.
- To know about employee's problems and offer suitable suggestions based on the findings.

Need For the Study

In current scenario, every organization wants more output in comparison of less input, it can be possible when working employee find its working place comfortable as per the job requirement. So it's very important for an organization to make a Quality relationship between its employees and working environment. Now-a-days, there is no balance between the family and work life due to job pressure and conflicting interests and over-socialization that lead to too much of interest about the co-workers for satisfaction of their ego, creating problems in the minds of neighbors.

This study is born out of the need to take a close look at the quality of work life at Salzer Electronics Private Limited, to find out how the working environment of the employees is and to analyze the level of satisfaction and give suggestion and recommendation if any.

Scope of the Study

The scope of the study is to identify and study the various factors that influence quality of work life at Salzer Electronics Private Limited Coimbatore. The research will be helpful in understanding the current position of the employees in the organization. It can be further used to evaluate the facilities provided by the management towards employees.

Limitations of the Study

- First of all, the results may not represent the whole sample population, as convenient sampling and relatively small sample size of

250 were used.

- Second, due to the time constrains the study was conducted only for the period of 6 month.
- Third, the data were collected only from the Samichettipalayam branch of the Salzer Electronics Private Limited Coimbatore, thus the results may not symbolize the actual perception of the Salzer employees regarding quality of work life (QWL).
- Fourth, the ratio of male and female respondents in this study may not reflect the definite male and female participation in the Salzer labour force.
- Fifth, limited technical tools used to interpret the data collected.
- Sixth, accuracy of data in subjected to the respondents statements and views.

Hypothesis of the Study

H01: There is no significant association between age and remuneration.

H02: There is no significant association between gender and superior – subordinates relationship.

H03: There is no significant association between marital status and personnel development.

H04: There is no significant association between educational qualification and growth and development.

H05: There is no significant association between present designation and job security.

H06: There is no significant association between departments – wise relation and co-operation.

H07: There is no significant difference between age and safe working conditions.

H08: There is no significant difference between Gender and Job Satisfaction.

H09: There is no significant difference between marital status and working condition.

H10: There is no significant difference between Educational qualification and training and development.

H11: There is no significant difference between Present designation and chance of promotion.

H12: There is no significant difference between working experience and reward system.

Research Methodology

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods. It includes Title, significance of the study, statement of the problem, aims and objectives, research hypothesis, research design, tools for data collection, statistical testing, definitions, limitation of the study, chapterisation of the study.

Research Design

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedures”. The researcher used Descriptive research design, because it helps to describe a particular situation prevailing within a company. Descriptive study was necessary to ensure the complete interpretation of the situation and to ensure minimum bias in the collection of data.

Sample Design

For the purpose of this study, the data were collected from 250 respondents using convenience sampling techniques. Designation of the respondents were Operative level 201, Supervisor level 25 and Managerial level 24 respondents

Data Collection Method

Both the Primary and Secondary data were used in the project. In this research the primary data was collected by means of a structured questionnaires. Data which has already gone through the process of analysis or were used by someone else earlier is referred to secondary data. Secondary data was collected from the books, journals, company records, website, and magazine etc.

Statistical Tools And Techniques Used

The collected data were analysed by using appropriate statistical tools and techniques. The following tools were used for the study.

- Percentage analysis
- Chi-square analysis
- Anova analysis
- Weighted average

Percentage Analysis

Percentage method refers to a specified kind which is used in making comparison between two or more series of data. Percentages are based on descriptive relationship. It compares the relatives items. Since the percentage reduces everything to a common base and thereby allow meaning comparison.

Percentage = Number of respondents in each clause/Total number of respondents x 100

Chi-Squares Analysis

The goodness-of-fit test compares the observed and expected frequencies in each category to test that all categories contain the same proportion of values or test that each category contains a user – specified proportion of values. The chi-square test for independence examines whether knowing the value of one variable helps to estimate the value of another variable. The chi-square test for homogeneity examines whether two population have the same proportion of observations with a common characteristic.

$$X^2 = (O - E)^2 / E$$

Degree of freedom = $v = (R - 1)(C - 1)$

Where,

O = Observation frequency

E = Expected frequency (column total x row total)/grand total

R = No of rows

C = No of columns

Analysis of Variance (ANOVA)

ANOVA is a statistical test which analyzes variance. It is helpful in making comparison of two or more means which enables a researcher to draw various results and predictions about TWO OR MORE SETS OF DATA. One-way ANOVA has the following test statistics:

$$F = \frac{MST}{MSE}$$

Where,

F = ANOVA Coefficient

MST = Mean sum of squares

MSE = Mean sum of squares due to error

Formula for MST is given below:

$$\text{MST} = \frac{\text{SST}}{p - 1}$$

$$\text{SST} = \sum n(x - \bar{x})^2$$

Where

SSt = Sum of squares due to treatment

p = Total number of populations

n = Total number of samples in a population.

Formula for MSE is given below:

$$\text{MSE} = \frac{\text{SSE}}{N - p}$$

$$\text{SSE} = \sum (n - 1)S^2$$

Where,

SSE = Sum of squares due to error

S = Standard deviation of the samples

N = Total number of observations.

Weighted Average

The weighted average is similar to an arithmetic mean of a set of numbers in which some elements of the set carry more importance (weight) than others.

Analysis and Interpretation

This chapter deals with the analysis and

$$\text{Weighted Average} = \frac{\text{Sum of weighted terms}}{\text{Total numbers of terms}}$$

interpretation of A Study On Quality Of Work Life In Salzer Electronics Private Limited, Coimbatore. The data collected from the samples have systematically applied and presented in the tables under various headings in the following pages. They were also arranged in such a way that, a detailed analysis can be made so as to present suitable interpretation for the same. The following tools and techniques were used for analysis of the data collected.

- Percentage Analysis
- Chi-Square Analysis
- One-Way ANOVA
- Weighted Average I

Percentage Analysis

Factors Influencing the Quality Fo Work Life in the Organization

To study the factors influencing quality of work life in Salzer Electronics Private Limited, the respondents were asked to rate the degree of factors on 5 points scale classified in to 5 categories such as Remuneration, Safe working condition, Growth and Development, Superior – Subordinate Relationship and Job satisfaction. The following table shows the degree of satisfaction of the respondents.

Table Factors Influencing The Quality Of Work Life

		SA	A	N	DA	SDA	Total
Remuneration							
Adequate salary and fair compensation is given for my work	No	11	215	3	21	0	250
	%	4.4	86	1.2	8.4	0	100
The management provides dearness allowance and other benefits	No	13	206	7	24	0	250
	%	5.2	82.4	2.8	9.6	0	100
Safe Working Condition							
The working condition of my job is free from risk of illness and injury	No	46	149	17	38	0	250
	%	18.4	59.6	6.8	15.2	0	100
Safety measures provided by the management	No	47	178	12	13	0	250
	%	18.8	71.2	4.8	5.2	0	100
Growth and Development							

Opportunity to work on interesting tasks	No	15	207	23	5	0	250
	%	6	82.8	9.2	2	0	100
Have opportunities at work at learn and grow	No	12	213	15	10	0	250
	%	4.8	85.2	6	4	0	100
Superior – Subordinate Relationship							
My superior highly motivates are	No	50	145	41	14	0	250
	%	20	58	46.4	5.6	0	100
My superior is concerned about the welfare activity of the employee	No	52	145	35	18	0	250
	%	20.8	58	14	7.2	0	100
Job Satisfaction							
My work gives me a feeling of accomplishment and pride	No	60	167	11	12	0	250
	%	24	66.8	4.4	4.8	0	100
My views and participation and valued	No	52	164	19	15	0	250
	%	20.8	65.6	7.6	6	0	100

Source: Primary Data

Remuneration

- 86% of the respondents have stated that Adequate salary and fair compensation is given for their work, 8.4% of the respondents have 'Disagreed', 4.4% of the respondents have 'Strongly Agreed', 1.2% of the respondents remained 'Neutral' to the factor.
- 82.5% of the respondents have 'Agreed' that management provides dearness allowance and other benevolent benefits, 9.6% of the respondents have 'Disagreed', 5.2% of the respondents have 'Strongly Agreed' and 2.8% of the respondents remained 'Neutral' to the factor.

Safe Working Condition

- 59% of the respondents have 'Agreed' that their working condition is free from risk of illness and injury, 18.4% of the respondents have 'Strongly Agreed', 15.2% of the respondents have 'Disagreed' and 6.8% of the respondents remained 'Neutral' to the factor that working condition of their job is free from risk of illness and injury.
- 71.2% of the respondents have 'Agreed' that Safety measures have been provided by the management, 18.8% of the respondents have 'Strongly Agreed', 5.2% of the respondents have 'Disagreed' and 4.8% of the respondents remained 'Neutral' to the factor that Safety

measures provided by the management.

Growth and Development

- 82.8% of the respondents have 'Agreed' that they get Opportunity to work on interesting task, 9.2% of the respondents remained 'Neutral', 6% of the respondents have 'Strongly Agreed' and 2% of the respondents have 'Disagreed' to the factor.
- 85.2% of the respondents have 'Agreed' that they have opportunities at work at learn and grow', 6% of the respondents remained 'Neutral', 4.8% of the respondents have 'Strongly Agreed' and 4% of the respondents have 'Disagreed' to the factor.

Superior – Subordinate Relationship

- 58% of the respondents have 'Agreed' that their superior highly motivates them, 20% of the respondents have 'Strongly Agreed', 16.4% of the respondents have remained 'Neutral' and 5.6% of the respondents have 'Disagreed' to the factor.
- 58% of the respondents have 'Agreed' that their superiors shows concern towards welfare activity of the employees, 20.8% of the respondents have 'Strongly Agreed', 14% of the respondents remained 'Neutral' and 7.2% of the respondents have 'Disagreed' to the factor that their superiors are concerned

towards the welfare activity of the employees.

‘Strongly Agreed’, 7.6% of the respondents remained ‘Neutral’ and 6% of the respondents have ‘Disagreed’ to the factor.

Job Satisfaction

- 66.8% of the respondents have ‘Agreed’ that their work gives them a feeling of accomplishment and pride, 24% of the respondents have ‘Strongly Agreed’, 4.8% of the respondents have ‘Disagreed’ and 4.4% of the respondents remained ‘Neutral’ to the factor.
- 65.6% of the respondents have ‘Agreed’ that their views and participation were well valued, 20.8% of the respondents have

Quality of Work Life (QWL) of Employees

To study the quality of work life of employees in Salzer Electronics Private Limited, the respondents were asked to rate the factors on 5 points scale such as Personal Development, Working Environment, Organizational Culture and Climate, Relation and Co-operation and Training and Development.

Quality of Work Life (QWL) of Employees

		SA	A	N	DA	SDA	Total
Personal Development							
Working experience provided by the company improves my ability	No	9	235	6	0	0	250
	%	3.6	94	2.4	0	0	100
The company provides opportunity for my career development	No	15	226	7	2	0	250
	%	6	90.4	2.8	0.8	0	100
Working Environment							
Physical environment in the organization is comfortable	No	17	224	9	0	0	250
	%	6.8	89.6	3.6	0	0	100
Working environment facilities helps you to do good jobs	No	22	213	10	5	0	250
	%	8.8	85.2	4	2	0	100
Organization Culture and Climate							
Duty and responsibilities are well scheduled in our organization	No	36	175	31	8	0	250
	%	14.4	70	12.4	3.2	0	100
The management and union has good relation to ensure important decision for the employees	No	40	150	47	13	0	250
	%	16	60	18.8	5.2	0	100
Relation And Co-Operation							
Harmonious relationship with colleagues in the workplace	No	39	157	31	23	0	250
	%	15.6	62.8	12.4	9.2	0	100
Good relationship with your superior in the organization	No	29	153	41	27	0	250
	%	11.6	61.2	16.4	10.8	0	100
Training and Development							
The training programs helps employees to achieve the required skill for performing the job efficiently	No	36	188	18	8	0	250
	%	14.4	75.2	7.2	3.2	0	100
Training programs develops the efficiency of the job to control the wastage	No	19	179	35	17	0	250
	%	7.6	71.6	14	6.8	0	100

Source: Primary Data

Personnel Development

- 94% of the respondents have ‘Agreed’

that Working experience provided by the company improves their ability, 3.6% of the respondents have 'Strongly Agreed' and 2.4% of the respondents have remained 'Neutral' to the factor.

- 90.4% of the respondents have 'Agreed' that Company provides opportunity for their career development, 6% of the respondents have 'Strongly Agreed', 2.8% of the respondents remained 'Neutral' and 0.8% of the respondents have 'Disagreed' to the factor that Company provides opportunity for their career development.

Working Environment

- 89.6% of the respondents have 'Agreed' that Physical environment in the organization is comfortable, 6.8% of the respondents have 'Strongly Agreed' and 3.6% of the respondents remained 'Neutral' to the factor that Physical environment in the organization is comfortable.
- 85.2% of the respondents have 'Agreed' that Working environment facilities helps them to do good jobs, 8.8% of the respondents have 'Strongly Agreed', 4% of the respondents remained 'Neutral' and 2% of the respondents have 'Disagreed' to the factor that Working environment facilities helps them to do good jobs.

Organization Culture and Climate

- 70% of the respondents have 'Agreed' that their Duties and responsibilities are well scheduled in the organization, 14.4% of the respondents have 'Strongly Agreed', 12.4% of the respondents remained 'Neutral' and 3.2% of the respondents have 'Disagreed' to the factor that Duties and responsibilities were well scheduled in the organization.
- 60% of the respondents have 'Agreed' that their management and union had good relation to ensure important decision for the employees, 18.8% of the respondents remained 'Neutral', 16% of the respondents have 'Strongly Agreed', and 5.2% of the

respondents have 'Disagreed' to the factor.

Relation and Co-Operation

- 62.8% of the respondents have 'Agreed' that there exists Harmonious relationship with the colleagues in the workplace, 15.6% of the respondents have 'Strongly Agreed', 12.4% of the respondents remained 'Neutral' and 9.2% of the respondents have 'Disagreed' to the factor.
- 61.2% of the respondents have 'Agreed' that there exists Good relationship with their superiors in the organization, 16.4% of the respondents remained 'Neutral', 11.6% of the respondents have 'Strongly Agreed', and 10.8% of the respondents have 'Disagreed' to the factor.

Training and Development

- 75.2% of the respondents have 'Agreed' that training program helps them to achieve the required skill for performing the job efficiently, 14.4% of the respondents have 'Strongly Agreed', 7.2% of the respondents remained 'Neutral' and 3.2% of the respondents have 'Disagreed' to the factor that training programs helps employees to achieve the required skill for performing the job efficiently'.
- 71.6% of the respondents have 'Agreed' that Training programs develops the efficiency of the job to control the wastage, 14% of the respondents remained 'Neutral', 7.6% of the respondents have 'Strongly Agreed', and 6.8% of the respondents have 'Disagreed' to the factor.

Level of Satisfaction of the Employees on Quality of Work Life (QWL)

To study level of satisfaction of the employees on quality of work life (QWL) in Salzer Electronics Private Limited, the respondents were asked to rate their level of satisfaction on 5 points scale classified in to 7 categories such as Rate of pay, Chance of promotion, Work group functioning, Job security, Equipment adequacy, Reward system, Overall satisfaction.

Level of Satisfaction of the Employees on Quality of Work Life (QWL)



		SA	A	N	DA	SDA	Total
Rate of Pay							
How satisfied are you with the way in which your pay and benefits (Pension, medical housing) cover your expenses and needs?	No	6	230	7	34	0	250
	%	2.4	81.2	2.8	13.6	0	100
How satisfied are you with the way in which your pay is sufficient reward in Relation to your skills and the effort you put into your job?	No	5	196	16	33	0	250
	%	2	78.4	6.4	13.2	0	100
Chance of Promotion							
How satisfied are you with the promotion policy adopted in your organization like (Result/Output, Competency, Work Experience/ Seniority and Performance.	No	44	171	18	17	0	250
	%	17.6	68.4	7.2	6.8	0	100
How satisfied with the Individual Recognition from the Superior management which evaluates to chance of promotion	No	29	143	42	36	0	250
	%	11.6	57.2	16.8	14.4	0	100
Work Group Functioning							
How satisfied are you with the extent to which members are involved when a decision has to be made and committed to the group and team work	No	19	111	45	73	2	250
	%	7.6	44.4	18	29.2	0.8	100
How satisfied are you with the way of planning and co-ordination of efforts is done in the work group	No	20	104	45	79	2	250
	%	8	41.6	18	31.6	0.8	100
Job Security							
Are you satisfied with the present job?	No	9	226	9	6	0	250
	%	3.6	90.4	3.6	2.4	0	100
How satisfied are you with organizational support for continuing employment in future	No	12	216	14	8	0	250
	%	4.8	86.4	5.6	3.2	0	100
Equipment Adequacy							
How satisfied are you with the manner and ease with which equipment is obtainable to make it possible for you to do your job?	No	33	186	27	4	0	250
	%	13.2	74.4	10.8	1.6	0	100
How satisfied are you with the way in which equipment is maintained?	No	30	177	35	8	0	250
	%	12	70.8	14	3.2	0	100
Reward System							
How satisfied are you with the degree to which the organization's reward system allows for members to be recognized and rewarded for good work?	No	41	144	43	22	0	250
	%	16.4	57.6	17.2	8.8	0	100
How satisfied about the recognition given to an individual (or) group as they are reqrded?	No	28	153	45	24	0	250
	%	11.2	61.2	18	9.6	0	100
Overall Satisfaction							
How satisfied are you with the experience the quality of your work life in general	No	25	197	22	6	0	250
	%	10	78.8	8.8	2.4	0	100
Your level of satisfaction on quality of work in the organization	No	26	195	22	7	0	250
	%	10.4	78	8.8	2.8	0	100

Source: Primary Data

Rate of Pay

- 81.2% of the respondents were 'Satisfied' with

the pay and benefits such as pension, medical housing which cover their expenses and needs, 13.6% of the respondents were 'Dissatisfied', 2.8% of the respondents remained 'Neutral' and 2.4% of the respondents were 'Highly Satisfied' to the factor.

- 78.4% of the respondents were 'Satisfied' with the way in which their pay was a sufficient reward in relation to the skills and the effort they put in their job, 13.2% of the respondents were 'Dissatisfied', 6.4% of the respondents remained 'Neutral' and 2% of the respondents were 'Highly Satisfied'.

Chance of Promotion

- 68.4% of the respondents were 'Satisfied' to the promotion policy adopted in their organization like result/output competency, work experience, seniority and performance, 17.6% of the respondents were 'Highly Satisfied', 7.2% of the respondents remained 'Neutral' and 6.8 % of the respondents were 'Dissatisfied' to factor.
- 57.2% of the respondents were 'Satisfied' with the individual recognition from their superiors management which evaluates the chance of promotion, 16.8% of the respondents remained 'Neutral', 14.4% of the respondents were 'Dissatisfied' and 11.6% of the respondents were 'Highly Satisfied' with the individual recognition from their superiors management which evaluates to chance of promotion.

Work Group Functioning

- 44.4% of the respondents were 'Satisfied' with the extent to which members were involved when a decision has to be made and committed to the group and team work, 29.2% of the respondents were 'Dissatisfied', 18% of the respondents remained 'Neutral', 7.6% of the respondents were 'Highly Satisfied' and 0.8% of the respondents were 'Highly Dissatisfied' to the factor.
- 41.6% of the respondents were 'Satisfied' with the way of planning and co-ordination of effort done in the work group, 31.6% of the

respondents were 'Dissatisfied', 18% of the respondents remained 'Neutral', 8% of the respondents were 'Highly Satisfied' and 0.8% of the respondents were 'Highly Dissatisfied' to the way planning and co-ordination of effort is done in the work group.

Job Security

- 90.4% of the respondents were 'Satisfied' with their present job, 3.6% of the respondents were 'Highly Satisfied', 3.6% of the respondents remained 'Neutral' and 2.4% of the respondents were 'Dissatisfied' to the factor.
- 86.4% of the respondents were 'Satisfied' with organizational support for continuing employment in future, 5.6% of the respondents remained 'Neutral', 4.8% of the respondents were 'Highly Satisfied' and 3.2% of the respondents were 'Dissatisfied' with organizational support for continuing employment in future.

Equipment Adequacy

- 74.4% of the respondents were 'Satisfied' with the manner and ease with which equipment is obtainable to make it possible for them to do their job, 13.2% of the respondents were 'Highly Satisfied', 10.8% of the respondents remained 'Neutral' and 1.6% of the respondents were 'Dissatisfied' to the factor.
- 70.8% of the respondents were 'Satisfied' with the way in which equipments were maintained, 14% of the respondents remained 'Neutral', 12% of the respondents were 'Highly Satisfied' and 3.2% of the respondents were 'Dissatisfied' to the factor.

Reward System

- 57.6% of the respondents were 'Satisfied' with the degree to which the organization's reviewed system allows members to be recognized and rewarded for good work, 17.2% of the respondents remained 'Neutral', 16.4% of the respondents were 'Highly Satisfied' and 8.8% of the respondents were 'Dissatisfied' to the factor.
- 61.2% of the respondents were 'Satisfied' with the recognition given to an individual

or group as they were rewarded, 18% of the respondents remained 'Neutral', 11.2% of the respondents were 'Highly Satisfied' and 9.6% of the respondents were 'Dissatisfied' to the factor.

respondents were 'Highly Satisfied', 8.8% of the respondents remained 'Neutral' and 2.8% of the respondents were 'Dissatisfied' to the factor.

Overall Satisfaction

- 78.8% of the respondents were 'Satisfied' with the experience and quality of their work life in general, 10% of the respondents were 'Highly Satisfied', 8.8% of the respondents remained 'Neutral' and 2.4% of the respondents were 'Dissatisfied' to the factor.
- 78% of the respondents were 'Satisfied' with their level of satisfaction on quality of work in the organization, 10.4% of the

Constraints Faced by the Employees

To study the Constraints faced by the employees in Salzer Electronic Private Limited, the respondents were asked to rate the degree of factor under 5 points scale under 5 categories like Salary and Bonus Constraints, Constraints Related to Allowances and other Benefits, Working Environment constraints, Constraints in Timing, Constraints on Superior and Subordinate Relationship, Adequate Recreation Facilities, Adequate Break Time/Time of Interval Constraints in Performance Appraisal Method.

Constraints Faced by the Employees

		Very High	High	Neutral	Low	Very Low	Total
Salary and Bonus Constraints	No	6	12	228	4	0	250
	%	2.4	4.8	91.2	1.6	0	100
Constraints related to allowances and other benefits	No	3	16	230	1	0	250
	%	1.2	6.4	92	0.4	0	100
Working Environment Constraints	No	4	9	233	4	0	250
	%	1.6	3.6	93.2	1.6	0	100
Constraints in Timing	No	7	230	9	3	1	250
	%	2.8	92	3.6	1.2	0.4	100
Constraints on Superior and Subordinate relationship	No	6	16	222	6	0	250
	%	2.4	6.4	88.8	2.4	0	100
Adequate Recreation facilities	No	4	17	208	18	3	250
	%	1.6	7.2	83.2	6.8	1.2	100
Adequate break time / Time of interval	No	1	209	25	13	2	250
	%	0.4	83.6	10	5.2	0.8	100
Constraints in Performance appraisal method	No	7	29	209	5	0	250
	%	2.8	11.6	83.6	2	0	100

Source: Primary Data

- Out of 250 respondents 91.2% of them have remained 'Neutral' with regard to Salary & Bonus Constraints, 4.8% of the respondents have stated that their constraints was 'High', 2.4% of the respondents have stated 'Very High' and 1.65 of the respondents have stated that this constraints was at 'Low' level to them.
- 92% of the respondents have remained 'Neutral' with the Constraints related to allowances and other benefits, 6.4% of the respondents have stated that this constraints was 'High', 1.2% of the respondents stated 'Very High' and 0.4% of the respondents have stated that constraints was at 'Low' level to them.
- 93.2% of the respondents have remained 'Neutral' with regards to working environment

constraints, 3.6% of the respondents stated that their working environment constraints is 'High', 1.6% of the respondents have stated 'Very High' and same level of respondents have 'low' level of working environment constraints.

- 92% of the respondents have faced 'High' level of constraints in timing of work, 3.6% of the respondents have remained 'Neutral', 2.8% of the respondents stated 'Very High' and 1.2% of the respondents stated 'Low' level of constraints in timing of work.
- 88.8% of the respondents have remained 'Neutral' related to the constraints on superior and subordinate relationship, 6.4% of the respondents stated 'High', 2.4% of the respondents stated that their constraints is 'Very High' in relation to the superior and subordinate concern and same level of respondents have faced 'Low' level of constraints.
- 83.2% of the respondents have remained neutral with regards to the constraints of adequate recreation facilities, 7.2% of the respondents have faced 'High' level of constraints in connection with the recreation facilities at work place, 6.8% of the respondents have faced 'Low' level, 1.6% of the respondents stated that their constraints towards recreation facilities was 'Very High' to them and 1.2% of the respondents have

stated 'Very low' level of constraints with adequate recreation facilities.

- 83.6% of the respondents have faced 'High' level of adequate break time constraints at work, 10% of the respondents have remained 'Neutral', 5.2% of the respondents stated that their break time constraints is 'low' and 0.4% of the respondents stated 'Very High', 0.8% of the respondents stated that their break time constraints at 'Very low' level to them.
- 83.6% of the respondents have remained 'Neutral' with regard to constraints in performance appraisal method, 11.6% of the respondents have stated 'High', 2.8% of the respondents stated that their constraints is 'Very High' with performance appraisal and 2% of the respondents have stated that their constraints in performance appraisal method is at 'Low' level to them.

CHI – Square Analysis

Chi-square test is a statistical technique used to test significance in the analysis of frequency distribution. It is also used to determine whether there is significant association between two populations.

Educational Qualification and Growth & Development

H04: There is no significant association between educational qualification and growth development.

Table Educational Qualification and Growth & Development

Educational Qualification	Growth & Development					
	Strongly Agreed	Agree	Neutral	Disagree	Strongly Disagree	Total
School level	4	78	7	1	0	90
Diploma	4	78	9	2	0	93
Under Graduate	2	32	4	2	0	40
Post Graduate	5	19	3	0	0	27
Total	15	207	23	5	0	250
CHI - Square Test Result						
Calculated Value			Table Value		D.F.	
11.708			21.026		12	

Chi-square test was applied to find whether there is significant association between educational

qualification and growth and development. The calculated value of chi-square is 11.708 which is less than the table value 21.026 at the 5% level of significance. So the null hypothesis can be accepted. And it can be inferred that there is no significant association between educational qualification and

growth & development.

Working Experience and Reward System

H08: There is significant association between working experience and reward system

Table Working Experience And Reward System

Work Experience	Reward System					Total
	Strongly Agreed	Agree	Neutral	Disagree	Strongly Disagree	
Less than a year	2	2	0	0	0	4
1 – 5 years	14	84	21	11	0	130
5 – 10 years	23	54	22	11	0	110
10 – 15 years	2	4	0	0	0	6
Total	41	144	43	22	0	250
CHI - Square Test Result						
Calculated Value			Table Value		D.F.	
13.680			16.92		12	

Chi-square test was applied to find whether there is significant association between working experience and reward system. The calculated value of chi-square is 13.680 which is less than table value 16.92 at the 5% level of significance. So the null hypothesis can be accepted. Hence it can be inferred that there is no significant association between working experience and reward system.

Analysis of Variance (ANOVA)

Educational Qualification and Training & Development

H09: There is no significant difference between educational qualification and training & development.

Table Educational Qualification And Training & Development

Source	Sum of Squares	DF	Mean Square	F	SIG	Remarks
Between Groups	1.329	3	0.443	1.288	0.279	Accepted
Within Groups	84.655	247	0.344			
Total	85.984	250				

Source: Primary Data

One way ANOVA was applied to find whether there is a significant difference between Educational qualification and training & development. The ANOVA result shows that the calculated F-value is 1.288 which is less than the table value of 6.357 at 5% level of significance established a good relationship with training and development. Therefore the null

hypothesis is accepted and it is concluded that there exists no significant difference between Educational qualification and training & development

Present Designation and Chance of Promotion

H10: There is no significant difference between Present designation and chance of promotion

Table Present Designation and Chance of Promotion

Source	Sum of Squares	DF	Mean Square	F	SIG	Remarks
Between Groups	6.233	2	3.116	6.232	0.002	Accepted
Within Groups	123.511	248	0.500			
Total	129.744	250				

Source: Primary Data

One way ANOVA was applied to find whether there is a significant difference between Present designation and chance of promotion. The ANOVA result shows that the calculated F-value is 6.232 which is less than the table value of 1.163 at 5% level of significance established a good relationship with chance of promotion. Therefore the null hypothesis is accepted and it is concluded that there exists no significant difference between Present designation and chance of promotion.

Weighted Average

To estimate and compare the mean satisfaction scores on various constraints using rating score, for this purpose the qualitative data is converted into quantitative one using 3 point, 4 point and 5 point scaling technique. Here 5 point rating scale is used by assigning:

1. For Very Low
2. For Low
3. For Neutral
4. For High
5. For Very High

Table Constraints Faced by the Employees

Factors	Mean Score	Rank
Salary and bonus constraints	3.94	3
Constraints related to allowances and other benefits	3.94	3
Working environment constraints	3.95	2
Constraints in timing	3.96	1
Constraints on superior and subordinate relationship	3.91	4
Adequate Recreation Facilities	2.24	6
Adequate break time / Time of interval	2.21	7
Constraints in Performance appraisal method	3.87	5

It is observed from the above table that the mean average score on various constraints faced by the employees 'Constraints in timing' is the highest, followed by the working environment constraints, salary & bonus constraints, constraints related to allowances and other benefits, constraints on superior and subordinate relationship, constraints in performance appraisal method, adequate recreation facilities, adequate break time.

It is finally interpreted that the mean average score on various constraints faced by the employees is high with respect to constraints in timing and lowest with respect to 'adequate break time'.

This chapter deals with the intent to consolidate the key findings of the present study. Based on the findings of the study a few suggestions have been outlined. This study has been carried out with an aim to assess overall quality of work life of respondents in Salzer Electronics Private Limited.

Demographic Profile

Out of 250 respondents, 83.2% of them were between the age group of 25 to 35 years, 54.5% of them were Male and 62% of them were unmarried, With respect to their education, 37.2% of them were Diploma holders and 36% of them and School education, 16% of them were under graduates and 10.8% of them were post graduates. 80.4% of them were designated as workers, 10% of the respondents

Finding

as supervisors and 9.6% of them were managers, 62.4% of the respondents were earning monthly income between Rs. 5000 – Rs. 15000. 86.4% of the respondents were working in production department 79.6% of the respondents shift time were from 9.00 am – 6.00 pm. 52% of the respondents were has of 1-5 years of work experience.

Factors Influencing the Quality of Work Life (QWL) in the Organization

The respondents were influenced by a variety of factors regarding quality of work life. It is essential to identify what the employees are expecting and which factor is most important for them. The respondents were asked to rate the degree of factors influencing quality of work life on 5 points scale classified in to 5 categories such as Remuneration, Safe Working condition, Growth and Development, Superior-subordinate Relationship and Job satisfaction. The following finding shows the degree of satisfaction of the respondents.

Remuneration

- Majority 86% of the respondents have 'Agreed' that 'adequate salary and fair compensation is given for their work'.
- Majority 82.4% of the respondents have 'Agreed' that 'management provides dearness allowance and other benevolent benefits'.

Safe Working Condition

- Majority 59.6% of the respondents have 'Agreed' that their 'working condition is free from risk of illness and injury'.
- Majority 71.2% of the respondents have 'Agreed' that 'Safety measures have been provided by the management'.

Growth and Development

- Majority 82.8% of the respondents have 'Agreed' that they get 'Opportunity to work on interesting tasks'.
- Majority 85.2% of the respondents have 'Agreed' that they have 'Opportunities at work to learn and grow'.

Superior-Subordinate Relationship

- Majority 58% of the respondents have

'Agreed' that their 'superior highly motivates them'.

- Majority 58% of the respondents have 'Agreed' that 'superior shows concern towards welfare activity of the employees'.

Job Satisfaction

- Majority 66.8% of the respondents have 'Agreed' that their 'work gives them a feeling of accomplishment and pride'.
- Majority 65.6% of the respondents have 'Agreed' that their 'views and participation were well valued'.

Quality of Work Life (QWL) of Employees

To study on opinion about the quality of work life in Salzer Electronics Private Limited, the respondents were asked to rate the factors on 5 points scale which was classified under 5 categories such as Personnel Development, Working Environment, Organizational Culture and Climate, Relation and Co-operation and Training and Development. The researcher obtained the following findings from the data analysis.

Personal Development

- Majority 94% of the respondents have 'Agreed' that 'Working experience provided by the company improves their ability'.
- Majority 90.4% of the respondents have 'Agreed' that 'company provided opportunity for their career development'.

Working Environment

- Majority 89.6% of the respondents have 'Agreed' that 'Physical environment in the organization is comfortable'.
- Majority 85.2% of the respondents have 'Agreed' that 'working environment facilities helps them to do good jobs'.

Organizational Culture and Climate

- Majority 70% of the respondents have 'Agreed' that their 'Duty and responsibilities are well scheduled in their organization'.
- Majority 60% of the respondents have

‘Agreed’ to the factor that ‘management and union had good relation to ensure important decision for the employees’.

Relation and Co-Operation

- Majority 62.8% of the respondents have ‘Agreed’ that there exists ‘Harmonious relationship with the colleagues in the workplace’.
- Majority 61.2% of the respondents have ‘Agreed’ that there exists ‘Good relationship with their superiors in the organization’.

Training and Development

- Majority 75.2% of the respondents have ‘Agreed’ that ‘Training program help them to achieve the required skill for performing the job efficiently’.
- Majority 71.6% of the respondents have ‘Agreed’ that ‘Training programs develops the efficiency of the job to control the wastage’.

Level of Satisfaction of the Employees on Quality of Work Life (QWL)

To study on the level of satisfaction of the employees on quality of work life. The respondents were asked to rate their level of satisfaction on 5 points scale classified in to 7 categories such as Rate of pay, Chance of promotion, Work group functioning, Job security, Equipment adequacy, Reward system, Overall satisfaction. The researcher obtained the following findings from the data analysis.

Rate of Pay

- Majority 68.4% of the respondents were ‘Satisfied’ with the promotion policy adopted in their organization like result/output competency, work experience, seniority and performance.
- Majority 78.4% of the respondents were ‘Satisfied’ with the way in which their pay was a sufficient reward in relation to the skills and the effort they put in their job.

Chance of Promotion

- Majority 68.4% of the respondents were

‘Satisfied’ with the promotion policy adopted in their organization like result/output competency, work experience, seniority and performance.

- Majority 57.2% of the respondents were ‘Satisfied’ with the individual recognition from their superior management which evaluates the chance of promotion.

Work Group of Function

- Majority 44.4% of the respondents were ‘Satisfied’ with the extent to which members were involved when a decision has to be made and committed to the group and team work.
- Majority 41.6% of the respondents were ‘Satisfied’ with the way planning and co-ordination effort done in the work group.

Job Security

- Majority 90.45 of the respondents were ‘Satisfied’ with the present job.
- Majority 86.4% of the respondents were ‘Satisfied’ with organizational support for continuing employment in future.

Equipment Adequacy

- Majority 74.4% of the respondents were ‘Satisfied’ with the manner and ease with which equipment is obtainable to make it possible for them to do their job.
- Majority 70.8% of the respondents were ‘Satisfied’ with the way in which equipments were maintained.

Reward System

- Majority 57.6% of the respondents were ‘Satisfied’ with the degree to which the organization’s reviewed system allows members to be recognized and rewarded for good work.
- Majority 61.2% of the respondents were ‘Satisfied’ with the recognition given to an individual or group as they were rewarded.

Overall Satisfaction

- Majority 78.8% of the respondents were

‘Satisfied’ with the experience and quality of their work life in general.

- Majority 78% of the respondents were ‘Satisfied’ with the level of satisfaction on quality of work in the organization.

Constraints Faced by the Employees

The respondents were asked to rate the degree of factor related to constraints under 5 points scale classified under 8 categories like Salary and Bonus constraints, Constraints Related to Allowances and other benefits, Working Environment Constraints, Constraints in timing. Constraints on Superior and Subordinate Relationship, Adequate Recreation Facilities, Adequate Break Time/Time of Interval, Constraints in Performance Appraisal Method. The following finding shows the degree of constraints which was at high level and which is at low level to them.

- Majority 91.2% of the respondents have remained ‘Neutral’ with regard to Salary & Bonus constraints.
- Majority 92% of the respondents have remained ‘Neutral’ with the Constraints related to allowances and other benefits.
- Majority 93.2% of the respondents have remained ‘Neutral’ with the working environment constraints.
- Majority 92% of the respondents have faced ‘High’ level of constraints in timing of work.
- Majority 88.8% of the respondents have remained ‘Neutral’ related to the constraints on superior and subordinate relationship.
- Majority 83.2% of the respondents remained ‘Neutral’ with the adequate recreation facilities constraints.
- Majority 83.6% of the respondents stated ‘High’ level to the constraints of adequate break time.
- Majority 83.6% of the respondents have remained ‘Neutral’ with the constraints in performance appraisal method.

CHI – Square Analysis

- There is significant association between age

and remuneration.

- There is significant association between gender and superior – subordinate relationship.
- There is no significant association between marital status and Personnel development.
- There is no significant association between educational qualification and growth & development.
- There is significant association between present designation and job security.
- There is no significant association between department – wise relation and co-operation.
- There is no significant association between working experience and reward system.

Analysis of Variance

- There exists no significant difference between age and safe working condition.
- There exists no significant difference between gender and job satisfaction.
- There exists no significant difference between marital status and working environment.
- There exists no significant difference between educational qualification and training & development.
- There exists a significant difference between present designation and chance of promotion.

Mean Score Analysis

- The mean average score on various constraints faced by the employees is high with respect to constraints in ‘timing’ and lowest with respect to ‘adequate break time’.

Suggestions

The following suggestions are recommended based on the study by the researcher.

- It is recommended to the company that proper allocation of work to the employees help to avoid overtime work and leads to more satisfied work environment.
- It is recommended that the employees of the company should be give incentives like monetary benefits, promotion etc for the employees whose performance is excellent will help to develop more satisfied workers.
- The company should conduct performance appraisals in regular intervals so that the

company can find performances of the employees and then the company can take the necessary action.

- Effective strategic HR policies and procedure are essential to govern and provide excellence quality of work life among employees.
- It is recommended that the company should provide on the job training facilities, so that the work will be completed in stipulated time period and the performance of the employees will also improved.
- Appropriate training programs can be conducted to all cadre of employees which will enhance quality of work life.
- It is suggested that the company should provide good recreation facilities like canteens and organize programs for employees to make them satisfied and make the environment in good condition.

Conclusion

The present study is an attempt to know about the quality of work life among employees in Salzer Electronics Private Limited in Coimbatore City focused on various objectives such as analyzing the factors influencing the quality of work life, quality of work life of employees in Salzer Electronics Private Limited, to analyze the level of satisfaction of the employees and analyze the problems faced by the employees in the company. Based on the study, employees were influenced by working

environment and job satisfaction which are the two main factors which dominate all other factors and helps employees for their better performance in the organization. Success of any organization depends on quality of work life because it attracts, recruits and motivates its work force. Today, organization needs to be more flexible so that they are equipped to develop their work force and enjoy their commitment of work. Employees satisfaction in relation to rate of pay, chance of promotion, job security and reward system are the good predictors towards employees satisfaction. If the employees are relatively satisfied with the quality of work life provided by the organization, the stronger the commitment will be to the organization. There are some dissatisfaction regarding certain constraints, so management can identify the strategic gap (if any) in the organization and can take further necessary actions to improve the satisfaction level of employees.

It may be concluded that though the overall quality of work life is good, improvement in certain areas like allocation of work, job training facilities, performance appraisal method, recreation facilities, may be done to facilitate better quality of work life. Periodic survey may also be helpful to identify these areas where improvement in quality of work life is needed.