

## QUALITY OF WORK LIFE FOR THE EMPLOYEES WORKING IN CHENNAI CONTAINER FREIGHT STATIONS

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### ABSTRACT

Quality of Work Life balanced and satisfaction of the organization's objectives in an effective manner. Quality is generally defined as a "Conformance to requirements". Quality is "as fitness for purpose". The Concept of quality is not apply to all goods and services created by human beings but, also for work place where the employees were employed.

The basic need of this study on Quality of Work life among employees is to know the awareness of Quality of Work life among employees. The study focuses on improving the standard of living of the employees. It helps in increasing the productivity by creating positive attitudes in the minds of employees. The study also helps in increasing the effectiveness of the organization (Profitability, goal accomplishment, etc.). It helps to identify the pros and cons of the working environment.

This study is concerned with describing the characteristics group or an identified population. It is aimed at studying the Quality of Work Life of Employees in Chennai Container Freight Stations and hence it is a descriptive research. The opinion from the employees was elicited through separate questionnaire and schedule method. The sample size consists of 225 employees. A relevant statistical tool was applied at the appropriate place to analyze and interpret the data and to draw useful inference.

**Keyword:** Quality of Work Life, Chennai Container Freight Stations, working environment.

### INTRODUCTION

An organization is made of four resources namely, Men, Material, Money, Machinery. The most significant in an organization are the people (men). Human resources are heterogeneous in the sense, that they differ in personality, perception, emotions, values, attributes, motives and modes of thoughts. Their behavior to stimuli is often inconsistent and unpredictable. "Hackman and Suttle" describes a Quality of Work Life from varied viewpoints. Such views are From the professional view point, it refers to the industrial democracy and increased workers participation in a corporate

decision making and From the management point of view, it relates to a variety of efforts to improve productivity through human, rather than the capital.

Quality of Work life is first to identify the employees important needs, their experience in work environment and satisfy them. Positive result is a Win-Win QWL has supported number of previous studies, includes reduced absenteeism, lower turnover and improved job satisfaction. Quality in the work place comes from understanding and then fully meeting the needs of all your internal and external customers, now and into the future and doing, so, with continual improvement in efficiency and effectiveness. Quality of work life refers to the favourableness or unfavourableness of a total job environment of the people- the basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. Quality of work life provides more humanized work environment. It attempts to serve the higher – order needs of employees as well as their basic needs.

### **REVIEW OF LITERATURE**

According to J. Lloyd Suttle, defines as “Quality of Work Life is the degree to which members of a work organization are able to satisfy important personnel needs through their experiences in the organization”.

### **FACTORS INFLUENCING QUALITY OF WORK LIFE:**

**WORKING CONDITIONS:** It is the important factor that influences quality of work life. If the working conditions are good, the personnel will find it easier to carry out their jobs and there will be smoother flow of operations.

**SAFETY MEASURES:** Safety measures undertaken by the company are another important source influencing quality of work life, the workers would be enjoying a good quality of work life if the safety measures were adequate.

**SUPERVISION:** Supervision is another moderately important source of quality of work life. There are two dimensions of supervisory style that affect satisfaction. One is employee centered, which is the degree to which a supervisor takes personal interest in the employees welfare. The other dimension is participation or influence i.e., the superior allows their subordinates to participate in decision-making.

**WORK GROUP:** The nature of work group will also have an effect on quality of work life. The cooperative workers are a modest source of satisfaction to individual employees. The work group serves as a source of support, comfort, advice and assistance to individual workers. A good work group makes the job more enjoyable.

**WELFARE MEASURES:** Quality of work life has an effect on the quality of life led by an employee. If the welfare measures are provided, the employees will be more satisfied which in turn increases their sense of belongingness to the company.

**PROMOTION OPPORTUNITIES:** Promotion opportunities have a varying effect on quality of work life. This is because promotion takes different forms and has a variety of accompanying rewards. There is always a problem between seniority and performance during promotions.

**EMPLOYER – EMPLOYEE RELATIONSHIP:** Good employer – employee relationship leads to a relatively improved quality of work life. The employees will be free to express their grievances if there exists good employer – employee relationship.

**COMPENSATION:** In these days, most of the reputed companies assure a reasonable pay that will meet their basic needs. Socially aware companies takes steps to keep their employees happy through various innovative measures, self – education, assistance to employees children in education, health package including insurance pension fund, death relief fund, provident fund, gratuity, etc.

**JOB SATISFACTION:** Job satisfaction is an important factor determining quality of work life. When employees are satisfied with the jobs, it improves their life of the jobs. It is this spin – off effect that job satisfaction has for the society as a whole.

#### **HOW TO MEASURE QUALITY OF WORK LIFE:**

**JOB INVOLVEMENT:** It represents the degree of an individual's identification with or ego involvement in the job. The more central the job is to the individual's life, the greater is not involvement in it. Therefore, the individual spends more time and energy on the job. People with high job involvement are better motivated and more productive. Research reveals the skills variety, achievement and challenge help to improve job involvement.

**JOB SATISFACTION:** It implies the employee's satisfaction with the environment of his job environment consisting of nature of work, quality of supervision, pay, co-workers, opportunities for promotion, etc. Job satisfaction is related to job involvement and people involved in their jobs are satisfied with their jobs and vice versa.

**SENSE OF COMPETENCE:** It refers to the feelings of confidence that an individual has in his own competence. Sense of competence and job involvement reinforce each other. An individual acquires a greater sense of competence as engages himself more and more in work activities. When he feels more competent he becomes competence and job involvement are high, the level of job satisfaction also increases.

**JOB PERFORMANCE:** When an individual's job involvement, job satisfaction and sense of competence increase, there is a rise in job performance.

**PRODUCTIVITY:** When the level of job performance increases, the output per unit of input goes up. Thus, match between job characteristics and productivity traits of employees generally results in higher productivity.

Quality of work life has been differentiated from the broader concept of quality of work life. To some degree, this may be overly simplistic, as Elizur and Shye, (1990) (3) concluded that quality of work performance is affected by quality of life as well as quality of work life. However, it will be argued here that the specific attention to work related aspects of quality of life is valid.

Direct support professionals determine quality because they provide the direct service or support. They are present at the "Moment of truth". When the person experiences the service or support, exercise an immediate affect for good or ill on the people whom they support, and therein

determine quality. They also are the repository of valuable information about individuals that sometimes only comes from being really close someone from being with him on holidays. When everyone else is home and on lonely Sunday afternoons: from taking care of him in the night when he is sick; from studying his reaction to the Beauties and Beethoven,. Yet, these most knowledgeable people are not regularly present and consulted during program planning. When their seat at the table is empty, the repercussions can be manifold. (Capstone the, Sep 30, 2001 by J. Elizabeth)

The quality of work life is a multi-faceted concept having multi-dimensional constructs brought about by the variation of interest of the researchers and /or its users. The issue of quality of work life has become critical due to the increasing demands of today's business environment and of the family structure. This gave rise to an increased interest in quality of work life not only in business, but also for many professions and fields. Determining quality of work life always involves the interplay between and among the employee, job content and job context. As such, quality of work life is greatly influenced by the personal characteristics of those who determine it. Measuring the extent by which quality of work life in an organization is usually done through the level of satisfaction employees experiences using a given set of variables that are appropriate and useful in their situation. [DLSC Business and Economics Review ISSN 0116 – 7111PhilJOL is supported by INAISP]

### **Chennai - Container Freight Stations**

#### **Location:**

Just 7 Kms from Chennai Port, this is the closest CFS to Chennai Port, with entry from Ennore Expressway and Thiruvottiyur High Road.

#### **Facilities:**

- Total Area: 24 acres
- Annual capacity of 1,45,000 TEUs
- Plot Area: 61,570 sq. mtrs
- Open Container Yard: 31,500 sq. mtrs and 29,720 sq. mtrs in new yard
- Warehouse: 14,257 sq. mtrs
- Well-planned administrative building
- Reefer point facilities with available engineers
- Customs, Staff and Surveyors under one roof
- IT systems and EDI connectivity
- Skilled professionals and trained manpower

#### **Equipment:**

- Weighbridge
- Generator back-up
- Trailers
- Forklifts
- Reach stackers
- Top lifters
- Cranes

**Safety & Security:**

- Pilferage-free CFS
- Round-the-clock CCTV surveillance manned by trained personnel
- Regulated entry of visitors at the gate
- Security at gate, warehouse and other areas within the CFS
- Adequate firefighting equipment
- Regular mock drills for health & safety
- High-mast lights for daylight feel
- Underground drainage system

**RESEARCH METHODOLOGY**

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 procedure. The study had been conducted with the objectives to find the relationship between the variables influencing quality of work life, knowing the existing working conditions, training and development programmes, welfare activities, industrial health and safety help to improve the quality of work life. This study is concerned with describing the characteristics group or an identified population. It is aimed at studying the Quality of Work Life of Employees in Chennai Container Freight Stations and hence it is a descriptive research. The opinion from the employees was elicited through separate questionnaire and schedule method. The sample size consists of 225 employees. A relevant statistical tool was applied at the appropriate place to analyze and interpret the data and to draw useful inference.

**FINDINGS****Table showing Gender wise distribution of Respondents**

GENDER	RESPONDENTS	PERCENTAGE
Male	225	100
Female	0	0
<b>Total</b>	<b>225</b>	<b>100</b>

**INFERENCE:**

From the above table it is found 100% of the respondents are Male and 0% of the respondents are female.

**Table showing Designation wise distribution of Respondents**

DESIGNATION	RESPONDENTS	PERCENTAGE
Super Skilled	37	16.4
Highly Skilled	44	19.6

Skilled - I	58	25.8
Skilled - II	45	20
Semi - Skilled	41	18.2
<b>Total</b>	<b>225</b>	<b>100</b>

**INFERENCE:**

From the above table it is found that 16.4% of the respondents are super skilled, 19.6% of the respondents are highly skilled, 25.8% of the respondents are skilled – I, 20% of the respondents are skilled – II and 18.2% of the respondents are semi – skilled.

**Table showing Marital Status wise distribution of Respondents**

MARITAL STATUS	RESPONDENTS	PERCENTAGE
Single	106	47.1
Married	119	52.9
<b>Total</b>	<b>225</b>	<b>100</b>

**INFERENCE:**

From the above table it is found that 47.1% of the respondents are single and 52.9% of the respondents are married.

**Table showing Age wise distribution of Respondents**

AGE	RESPONDENTS	PERCENTAGE
21-25	37	16.4
26-30	32	14.2
31-35	43	19.1
36-40	48	21.4
Above 40	65	28.9
<b>Total</b>	<b>225</b>	<b>100</b>

**INFERENCE:**

From the above table it is found that 16.4% of the respondents comes under the age group of 21-25, 14.2% of the respondents comes under the age group of 26-30, 19.1% of the respondents comes under the age group of 31-34, 21.4% of the respondents comes under the age group of 36-40, and 28.9% of the respondents comes under the age group of Above 40.

**Table showing Experience wise distribution of Respondents**

EXPERIENCE	RESPONDENTS	PERCENTAGE
< 5 Years	23	10.2
5-10 Years	47	20.9
11-15 Years	32	14.2
16-20 Years	54	24
> 20 Years	69	30.7
<b>Total</b>	<b>225</b>	<b>100</b>

**INFERENCE:**

From the above table it is found that 10.2% of the respondents have <5 years of experience, 20.9% of the respondents have 5-10 years of experience, 14.2% of the respondents have 11-15 years of experience, 24% of the respondents have 16-20 years of experience and 30.7% of the respondents have >20 years of experience.

**Table showing the difference in their factors in alleviating stress in the organization**

FACTORS IN ALLEVIATING STRESS	OPINION OF RESPONDENTS				
	VERY IMPORTANT	SOME WHAT IMPORTANT	NOT VERY IMPORTANT	NOT IMPORTANT	NOT SURE
Flexible Hours	48	41	59	39	38
Occasionally work from home	32	49	53	40	51
Take unpaid leave	57	46	43	38	41
Supportive Manager	62	59	47	29	28
Occasionally vary Hours	57	49	47	43	29
<b>Total</b>	<b>256</b>	<b>244</b>	<b>249</b>	<b>189</b>	<b>187</b>

**ANOVA TABLE**

Source of variance	Sum of squares	Degree of Freedom	Mean Square	Variance Ratio
Between Samples	SSB = 927.6	$C - 1$ $= 5 - 1$ $= 4$	$MSB = \frac{SSB}{C - 1}$ $= \frac{927.6}{4}$ $= 231.9$	$F = \frac{MSB}{MSW}$ $= \frac{231.9}{68.02}$ $= 3.409$
Within samples	SSW = 1,360.4	$N - C$ $= 25 - 5$ $= 20$	$MSW = \frac{SSW}{N - C}$ $= \frac{1,360.4}{20}$ $= 68.02$	

Level of Significance =  $\alpha = 5\%$

$$\alpha = 0.05$$

Degree of Freedom = (C-1) (r-1)

$$= (5 - 1) (5 - 1)$$

$$= (4) (4)$$

$$= 16$$

Degree of Freedom = 16 at 5%

$$= 2.85$$

**Decision:**

$$|F| = 3.490; |F_{\alpha}| = 2.82$$

$$|F| > |F_{\alpha}|; 3.490 > 2.82$$

$H_1$  is accepted.

Hence, there is a significance difference in their attributes in the organization



**WEIGHTED AVERAGE**

Attributes	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
<b>Employee participation</b>	58	44	45	41	37
<b>Conflict Resolution</b>	49	53	45	40	38
<b>Communication</b>	50	45	65	32	33
<b>Job security</b>	49	52	47	33	44
<b>Pride in being this company's employee</b>	57	47	49	43	29

(A). Employee Participation:

$$= 290+176+135+82+37$$

$$= 720$$

$$720 / 5 = 144$$

(B). Conflict Resolution:

$$= 245+212+135+80+38$$

$$= 710$$

$$710 / 5 = 142$$

(C). Communication:

$$= 250+180+195+64+33$$

$$= 722$$

$$722/5 = 144.4$$

(D). Job Security:

$$= 245+208+141+66+44$$

$$= 704$$

$$704/5 = 140.8$$

(E). Pride in being this company's employees:

$$= 285+188+147+86+29$$

$$= 735$$

$$735/5 = 147$$

$$W_1 = 147$$

$$W_2 = 144.4$$

$$W_3 = 144$$

$$W_4 = 142$$

$$W_5 = 140.8$$

It is found that pride in being this company's employee is considered first Job security is considered last.

**Conclusion**

The study on Quality of Work Life was carried out for the employees of Chennai Container Freight Stations in Chennai. From their levels of satisfaction on the various variables their quality of work life was assessed as satisfactory. Most of the respondents agree that transport facilities are provided at maximum level in the organization. Employees can be motivated through providing them adequate training. Majority of the respondents says that overtime pay covers the most among the fringe benefits provided in the organization. Effective training program should be given to the employees to increase their quality of work life. The work place should be as pleasant, safe and healthy as possible.

From the various analysis, it is found that Quality of Work Life at Chennai Container Freight Stations in Chennai in such that, Majority of the respondents has agreed that the influence of stress occurs rarely in the organization. It provides encouragement to its employees in order to improve their individual productivity. Continuous training has to be given to the workers in order to improve their efficiency. Attention over job satisfaction may result in effective way of motivating the employees to perform well. Majority of the respondents have said that the alternative work schedule is the best among the available quality of work life methods. The opportunity to increase or develop the employees abilities can be increased. Increase in productivity will lead to increase in quality of work life among employees. Work load can be minimized so that the work will not get affected.

Majority of the respondents has said that safety and welfare measures are good and are correctly provided to all. Counseling can be provided to employees in order to reduce personal problems and stress. The organization may provide yoga, meditation classes, to reduce the stress and thinking of personal problems during working hours. Well trained workers should be allowed to work in the risky jobs. Most of the respondents said strongly agree for medical facilities provided in the organization. Experienced workers should be placed in the hard and risky jobs.

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