

QUALITY OF WORK LIFE – ISSUES AND CHALLENGES - A COMPARATIVE ANALYSIS IN SERVICE SECTOR

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ABSTRACT

Quality of Work Life is one of the popular HR Practices for retention and motivation of the employees, hence in this context it is found very relevant to study the quality of work life practices of different Service Sectors that is Education, Banking and Information Technology. The present study aims to evaluate the opinion and perception of employees with regards to the quality of work life. The research could help to give solutions to the management regarding the quality of work life. Employee ratings of an Organization's strengths and weaknesses can identify areas which need focus in order to increase quality of work life. Thus a study on quality of work life will help the management to be in a position to make decisions about what to do in response to employee survey results to improve quality of work life. Alternatively the management might make a judgment call; focusing on those attributes which they think important to employees. This survey delivers a successful means of measuring and acting upon, employee perceptions and many job related subjects.

Key words: Banking, Education, Information Technology, Motivation, Perception, Quality of Work Life Service Sectors

INTRODUCTION

In today's competitive world the effective and efficient performance of employees gives the company its competitive edge. At the same time retaining them is becoming a major challenge to the HR Department. Salary and monetary benefits are no longer real retention factor, what is gaining importance is providing a quality of life for the employees. The service sectors are more challenging when compared to the other sectors in maintaining relations and job satisfaction of the employees.

Quality of Work Life is one of the popular HR Practice for retention and motivation of the

employees, hence in this context it is found very relevant to study the quality of work life practices of different service sectors that is education, banking and information technology. The present study aims to evaluate the opinion and perception of employees with regards to the quality of work life. The research could help to give solutions to the management regarding the quality of work life.

NEED FOR THE STUDY:

Employee ratings of an Organization's strengths and weaknesses can identify areas which need focus in order to increase quality of work life. Thus a study on quality of work life will help the management to be in a position to make decisions about what to do in response to employee survey results to improve quality of work life. Alternatively the management might make a judgment call, focusing on those attributes which they think important to employees. This survey delivers a successful means of measuring and acting upon, employee perceptions and many job related subjects. The information gathered from quality of work life survey can give the management knowledge that directly impacts the bottom line and fosters positive employee relations in any or all of the following ways.

- Improving productivity
- Reducing turn over
- Curbing absenteeism
- Streamlining communications
- Benchmarking the organization's progress in relation to the industry

All of this indicates that quality of work life should constitute a fruitful and productive area of research.

OBJECTIVES OF THE STUDY:

1. To analyze the Quality of Work Life & explore its dimensions in select firms.
2. To obtain the perception of employees on Quality of Work Life practices.
3. To make a comparative study of Quality of Work Life in select firms.

DESIGN OF THE STUDY:

A descriptive research design (Descriptive research refers to a set of methods and procedures that describe characteristic of population. Descriptive studies portray these characteristics by answering who, what, why and how questions) is employed for the current study and a survey method of collecting the Pertinent information is adopted. The majority of the data collected is primary in nature except for a little secondary data.

SAMPLE DESIGN:

The sample comprised of employees of three select firms (education, banking and IT). The sampling technique adopted was convenience sampling,

A representative sample size of 150 respondents was taken for the present study. Sample comprised of 50 employees from each firm was selected to maintain the uniformity between the firms.

The banking sector includes the sample of Bank of India, ICICI,HDFC, HSBC, State Bank of India, Andhra Bank and Punjab National Bank.

The education sector includes the sample of Badruka College P.G.Centre, Institute of Public Enterprise, Osmania University, Mahaveer educational institution, Signodia P.G. College, CBIT, Hyderabad School of management, .Vincent P.G.Centre, and Sai sudhir P.G. College.

The IT sector includes the sample of Accenture, Deloitte, TCS, Infosys, Wipro, Genpact, Satyam, CSC, Verizon, Verinon, Kanbay, Oracle Corporation, Keane India Ltd.,

Sample design of the respondents

Education -----	50
Banking-----	50
Information Technology ---	50
Total-----	150

DATA COLLECTION:

Sources of Information:

The present study uses both primary and secondary data.

Primary data: The primary data are those which are collected afresh and for the first time. The primary data was collected from the structured questionnaires, personal interviews and observation.

Secondary data: The secondary data are those which have already been collected by someone else and passed through statistical process. The secondary data was collected from records, manuals, journals, magazines, newspapers and websites.

Questionnaire design:

A structured questionnaire designed for the study which consists of both open ended and closed ended questions. The questionnaire consists of 41 questions out of which one open ended, eight dichotomous, four 3point scale and twenty eight 5point likert scale.

DATA ANALYSIS

The data collected through the questionnaires is tabulated in the excel sheets and then the percentages are Calculated. Thus derived data is then graphically represented through bar

diagrams. The data collected for all the different sectors i.e. education, banking and IT is analyzed separately.

The analytical tool used is percentages only as it would ease the understanding of the data even for a Common man. The data is analyzed question wise. The tabulated version of the data is followed by the graphical representation of the same. Only bar diagrams are used for all the data as it would also enable the reader to understand the data in a crystal clear and crisp fashion. The data for all the three sectors is later summarized.

1) OPEN COMMUNICATION

SECTOR	NO.OF RESPONDENTS				
	STRONGLY AGREE	AGREE	CAN'TSAY	DISAGREE	STRONGLY DISAGREE
BANKING	19	31	0	0	0
EDUCATION	15	30	0	5	0
IT	15	30	3	2	0

Table no.1

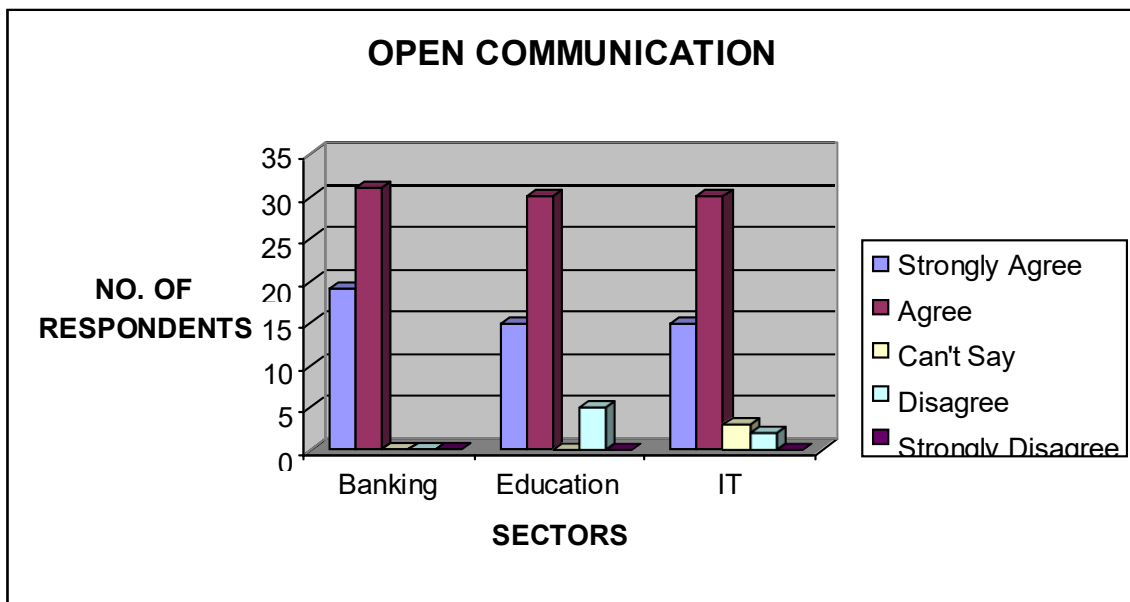


Fig. no.1

Interpretation: The above graph shows that,

Banking: 38% of the respondents are strongly agreed and 62% of the respondents agreed that they maintain open communication to exchange their views.

Education: 30% of the respondents strongly agreed, 60% of the respondents agreed that they maintain open communication to exchange their views and 10% of the respondents disagree to the

opinion.

IT: 30% of the respondents strongly agreed, 60% of the employees agree that they maintain open communication to exchange their views, 6% can't say and 4% of the respondents disagreed to the opinion.

The above information shows that the company is maintaining good open communication to exchange views.

2) MOTIVATION FROM JOB SECURITY FOR A BETTER PERFORMANCE

SECTOR	NO.OF RESPONDENTS				
	STRONGLY AGREE	AGREE	CAN'T SAY	DISAGREE	STRONGLY DISAGREE
BANKING	13	25	6	6	0
EDUCATION	16	28	0	6	0
IT	12	30	0	8	0

Table no.2

Interpretation: The above graph shows that,

Banking: 26% of the respondents strongly agreed and 50% of the respondents agreed that their job security motivates them for better performance, 12% couldn't say and 12% disagreed with the opinion.

Education: 32% of the respondents strongly agree and 56% of the respondents agree their job security motivates them for better performance and 12% disagree with the opinion.

IT: 24% of the respondents strongly agree and 60% of the respondents agree their job security motivates them for better performance and 8% disagree with the opinion.

The above information shows that the Job Security motivates the employees to work better.

3) GUIDANCE AND ADVICES FROM SUPERIOR ATWORK

SECTOR	NO.OF RESPONDENTS				
	STRONGLY AGREE	AGREE	CAN'T SAY	DISAGREE	STRONGLY DISAGREE
BANKING	15	25	10	0	0
EDUCATION	13	35	2	0	0

IT	8	30	8	4	0
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Table no3

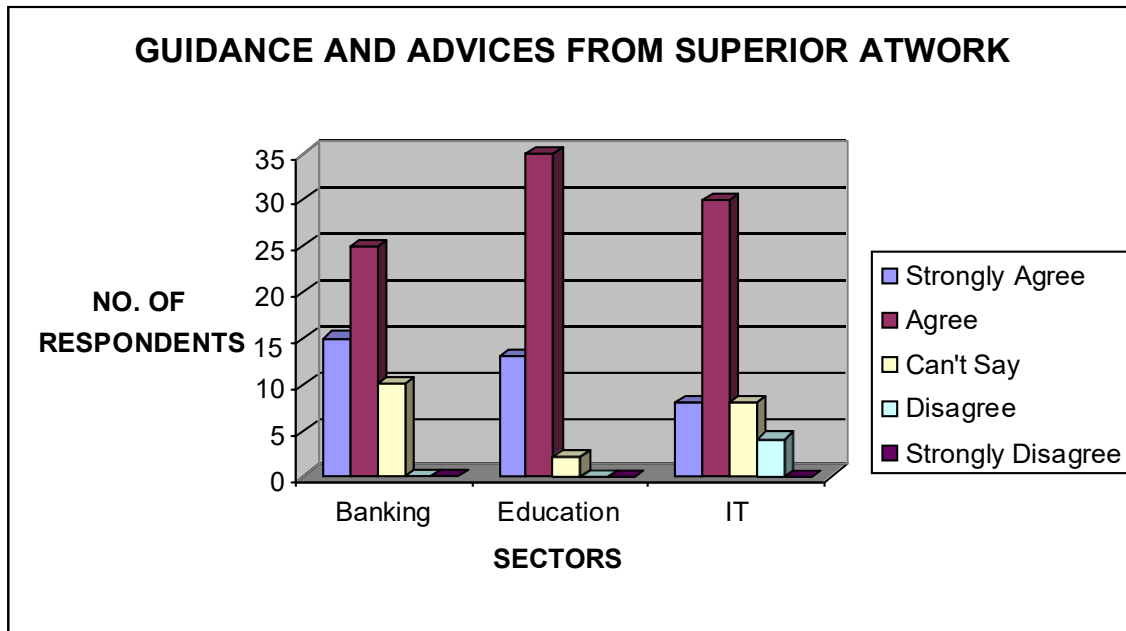


Fig. no.3

Interpretation: The above graph shows that,

Banking: 30% of the respondents strongly agreed and50% of the respondents agreed that they receive sufficient guidance and advice from their superior, 20% couldn't say.

Education: 26% of the respondents strongly agreed and70% of the respondents agreed that they receive sufficient guidance and advice from their superior and 4% couldn't say

IT: 16% of the respondents strongly agreed and 60% of the respondents agreed that they receive sufficient guidance and advice from their superior, 16% couldn't say. And 8% disagreed with the opinion.

The above information shows that the employees receive sufficient guidance and advice from their superior.

4) MANAGEMENT AND EMPLOYEES WORK TOGETHER FOR SAFEST WORKING CONDITIONS

SECTOR	NO.OF RESPONDENTS				
	STRONGLY AGREE	AGREE	CAN'T SAY	DISAGREE	STRONGLY DISAGREE
BANKING	10	25	10	5	0
EDUCATION	7	30	10	3	0

IT	15	35	0	0	0
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Table no.4

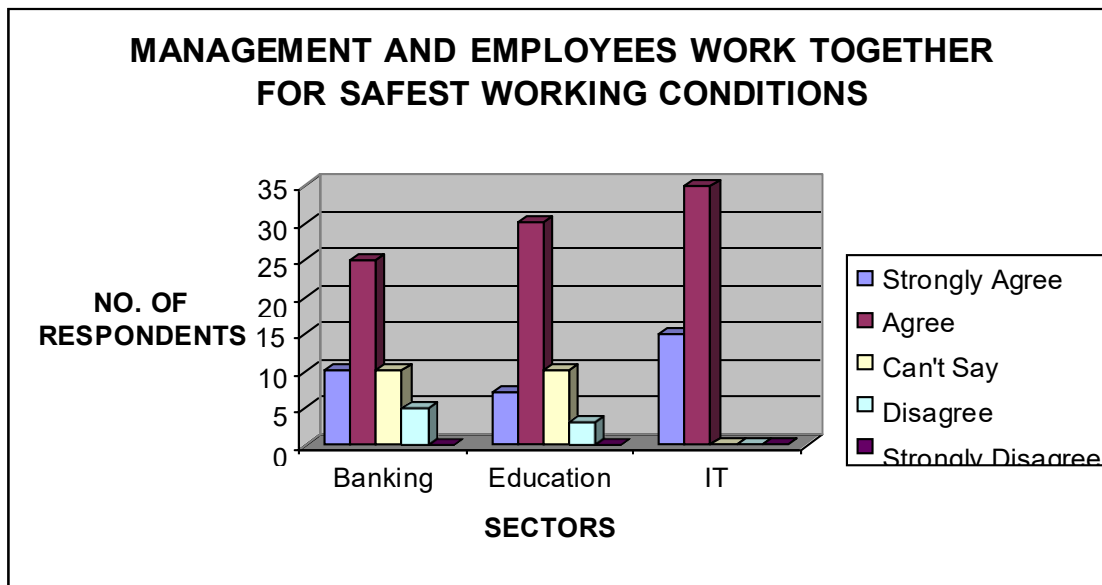


Fig. no.4

Interpretation: The above graph shows that,

Banking: 20% of the respondents strongly agreed and 50% of the respondents agreed that management and employees work together to ensure safest possible working conditions, 20% couldn't say and 10% disagreed with the opinion.

Education: 14% of the respondents strongly agreed and 60% of the respondents agreed that management and employees work together to ensure safest possible working conditions, 20% couldn't say and 6% disagreed with the opinion.

IT: 30% of the respondents strongly agreed and 70% of the respondents agreed that management and employees work together to ensure safest possible working conditions.

The above information shows that the management and employees work together for safest possible working conditions.

5) FLEXIBLE WORKING CONDITIONS

SECTOR	NO. OF RESPONDENTS	
	YES	NO
BANKING	10	40
EDUCATION	35	15
IT	40	10

Table no 5

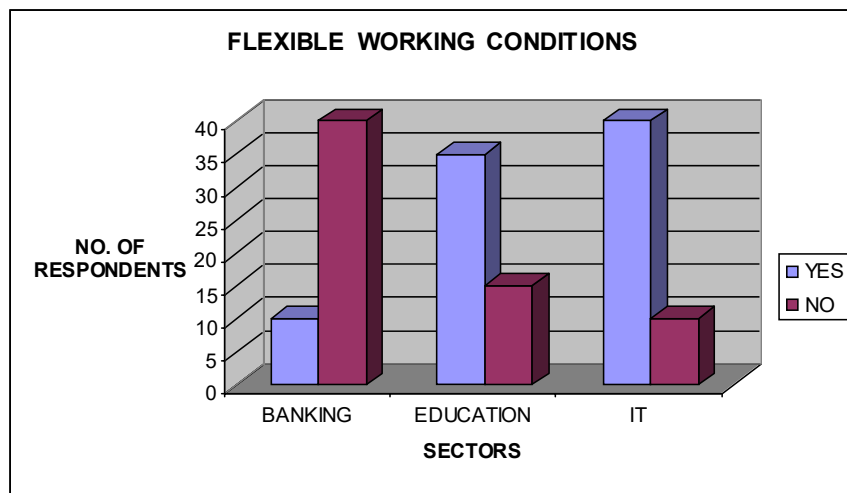


Fig. no.5

Interpretation: The above graph shows that,

Banking: 20% of the respondents say that they have flexible working conditions and 80% of the respondents say that they don't have such conditions.

Education: 70% of the respondents say that they have flexible working conditions and 30% of the respondents say that they don't have such conditions.

IT: 80% of the respondents say that they have flexible working conditions and 20% of the respondents say that they don't have such conditions

The above information shows that in banking there are no flexible working conditions whereas in education and IT they maintain it.

6) REMUNERATION COMMENSURATING WITH THE JOB

SECTOR	NO.OF RESPONDENTS				
	STRONGLY AGREE	AGRE E	CAN'TSA Y	DISAGRE E	STRONGLY DISAGREE
BANKING	10	25	5	10	0
EDUCATIO N	4	24	20	0	2
IT	10	30	5	5	0

Table no 6

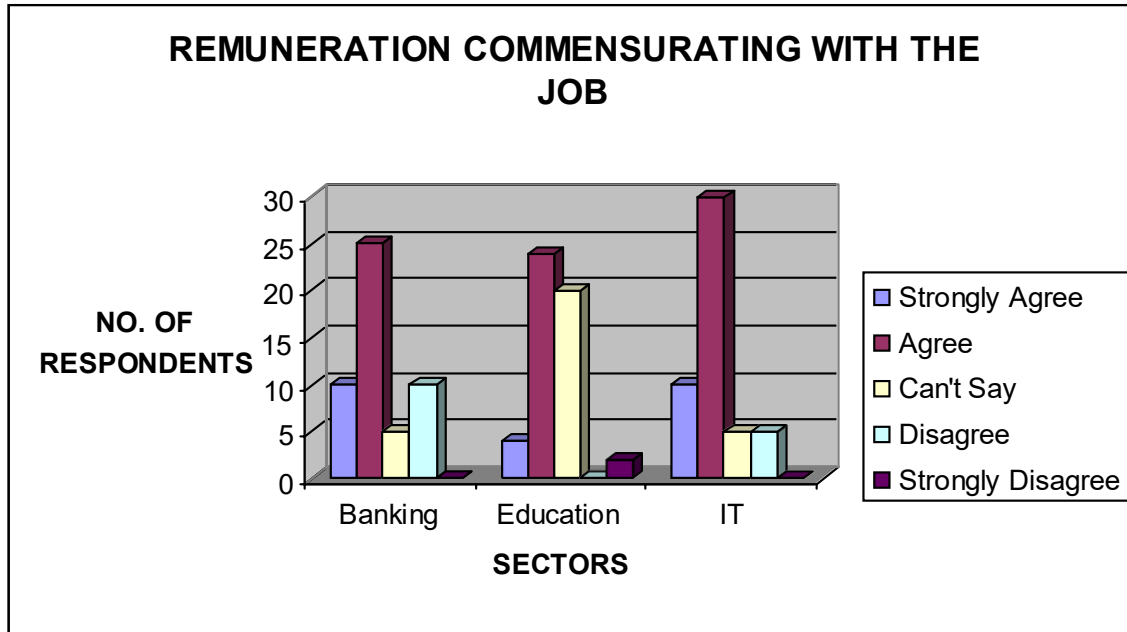


Fig. no. 6

Interpretation: The above graph shows that,

Banking: 20% of the respondents strongly agreed, 50% of the respondents agreed that their remuneration commensurate with the job, 10% couldn't say and 20% disagreed with the opinion.

Education: 8% of the respondents strongly agreed, 48% of the respondents agreed that their remuneration commensurate with the job, 40% couldn't say and 4% strongly disagreed with the opinion

IT: 20% of the respondents strongly agreed, 60% of the respondents agreed that their remuneration commensurate with the job, 10% couldn't say and 10% disagreed with the opinion

The above information shows that the remuneration is not commensurating with the job.

7) INTERFERENCE OF WORK IN FAMILY LIFE

SECTOR	NO. OF RESPONDENTS		
	ALWAYS	SOMETIMES	NEVER
BANKING	0	10	40
EDUCATION	0	10	40
IT	0	5	45

Table no 7

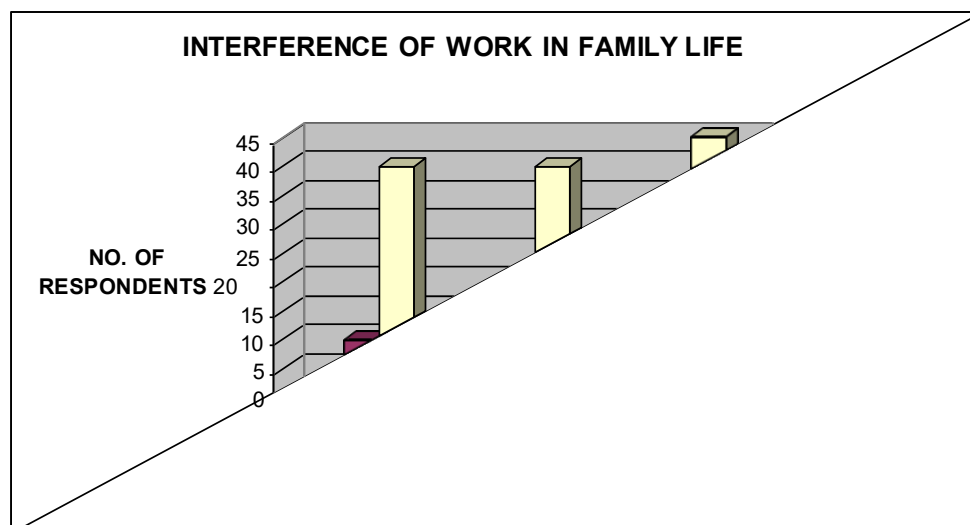


Fig. no.7

Interpretation: The above graph shows that,

Banking: 20% of the respondents feel that their work interfere sometimes in family life, 80% of the respondents feel never.

Education: 20% of the respondents feel that their work interfere sometimes in family life, 80% of the respondents feel never.

IT: 10% of the respondents feel that their work interfere sometimes in family life, 90% of the respondents feel never

The above information shows that their work will not interfere in the family life.

8. RECREATION FACILITIES AT WORK

SECTOR	NO. OF RESPONDENTS	
	YES	NO
BANKING	10	40
EDUCATION	15	35
IT	40	10

Table no 8



Fig. no.8

Interpretation: The above graph shows that,

Banking: 20% of the respondents are agreed that they have recreation facilities at work and 80% are disagreed.

Education: 30% of the respondents are agreed that they have recreation facilities at work and 70% are disagreed.

IT: 80% of the respondents are agreed that they have recreation facilities at work and 20% are disagreed

The above information shows that except for IT there are no much recreation facilities available to the other sector employees.

9) JOB SATISFACTION

SECTOR	NO. OF RESPONDENTS	
	YES	NO
BANKING	40	10
EDUCATION	50	0
IT	24	26

Table No9

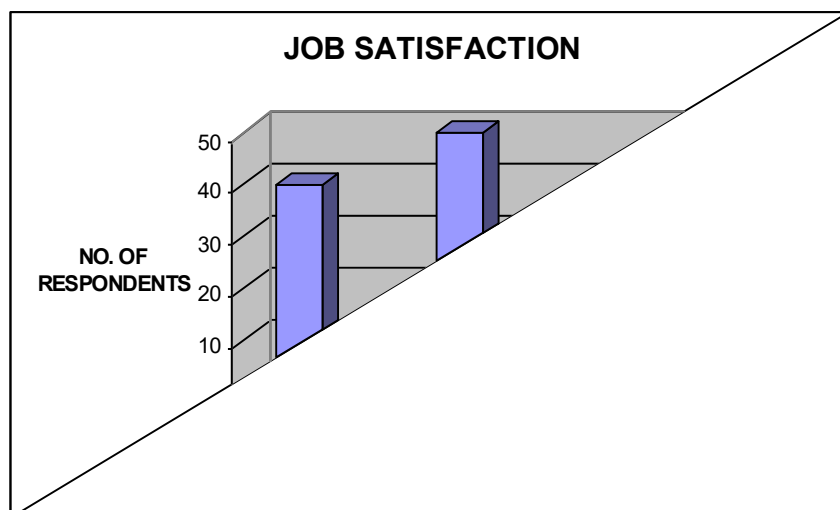


Fig. No.9

Interpretation: The above graph shows that,

Banking: 80% of the respondents are satisfied with the job and 20% are dissatisfied.

Education: 100% of the respondents are satisfied with the job.

IT: 48% of the respondents are satisfied with the job and 52% are dissatisfied

The above information shows that employees of IT sector are not much satisfied with their jobs when compared to the other sectors.

10) SATISFACTION OF QUALITY OF WORK LIFE PRACTICES

SECTOR	NO. OF RESPONDENTS	
	YES	NO
BANKING	35	15
EDUCATION	30	20
IT	40	10

Table No 10



Fig. No. 10

Interpretation: The above graph shows that,

Banking: 70% of the employees are satisfied and 30% are dissatisfied with the quality of work life practices of the company.

Education: 60% of the employees are satisfied and 40% are dissatisfied with the quality of work life practices of the company.

IT: 80% of the employees are satisfied and 20% are dissatisfied with the quality of work life practices of the company.

The above information shows that almost all the employees are satisfied with the quality of work life practices of the company.

SUGGESTIONS AND CONCLUSIONS

After a thorough analysis of the data collected the following conclusions can be drawn with regard to the quality of work life of three select firms (banking, education and information technology).

BANKING:

1. More than 70% of the employees feel that the culture prevailing in the organization and the job security motivates them to work. Hence management has to keep up its efforts to maintain the prevailing culture.
2. Most of the employees feel that there is an encouraging support and co-operation from other employees and sufficient guidance from their superior at work. Management has to take an active role in building a good relation with the employee. Special workshops and

training and development programmes can be conducted to improve the interpersonal skills of employees.

3. The management should take more safety and healthy measures as 50% of the employees are unaware of accident prevention techniques and few of them are not satisfied with the safety measures taken by the organization.
4. Recreation facilities entertain the employees. They become active after tiresome work. But 90% of the employees say that they are not provided with the recreation facilities. Management has to consider about this issue seriously and take necessary actions to set up the recreation facilities.
5. There should be a strong communication between the employees and the management. Communication barriers have to be identified and removed/ reduced so that cordial relations can be maintained in the organization. This can be improved by conducting frequent meetings and discussions.

EDUCATION:

1. More than 70% of the employees feel that the culture prevailing in the organization and the job security motivates them to work. Hence management has to keep up its efforts to maintain the prevailing culture.
2. The management should take more safety and health measures as 70% of the employees are unaware of accident prevention techniques and few of them are not satisfied with the safety measures taken by the organization. As the women employees are more in number in the education sector, management has to take some special health programmes for women
3. As few of the employees feel that their work is stressful and their demands of the work interfere their family life, the management should provide flexi timings to the employees.
4. Recreation facilities entertain the employees. They make active after tiresome work. But 70% of the employees say that they are not provided with the recreation facilities. Management has to consider about this issue seriously and take necessary actions to set up the recreation facilities.
5. There should be a strong communication between the employees and the management. Communication barriers have to be identified and removed/ reduced so that cordial relations can be maintained in the organization. This can be improved by conducting frequent meetings and discussions.

INFORMATION TECHNOLOGY:

1. More than 80% of the employees feel that the culture prevailing in the organization and the job security motivates them to work. Hence management has to keep up its efforts to maintain the prevailing culture.
2. Most of the employees feel that there is an encouraging support and co-operation from other employees and few of them feel that there should be more improvement in the superior guidance and support. Management has to take an active role in building a good relation with the employee. Special workshops and training and development programmes can be conducted to improve the interpersonal skills of employees.
3. Even though 100% are aware of accident prevention techniques, as the employees feel that their work is stressful and few of them fall sick during the working hours and affected with stress related health problems. The management should work together with employees to ensure safest working conditions.
4. Compensation package is an important factor in an organization. Salary and fringe benefits should be designed in order to compete with the remuneration of the other company and their reward in return to their performance is not matching. As the employees feel that their fringe benefits and rewards should be in return to their performance and their income is not sufficient to meet their family expenses. So management has take proper steps to have a salary survey and make plans to redesign the wage structure.
5. Recreation facilities entertain the employees. They make active after tiresome work. 80% of the employees say that they are with the recreation facilities. Management has to set up recreation facilities.
6. Opinions of the employees have to be considered by the management. Employee participation will increase the quality of information and decisions in the organization. Management has to communicate their plans to the employees and discuss the issues with the employees to seek their opinions. Possibilities and difficulties of the opinions are to be discussed and opinions have to be justified by discussing with them. This will help the employee to develop his knowledge and thinking ability and also he will be satisfied with the consideration by the management.

There should be a strong communication between the employees and the management.

Communication barriers have to be identified and removed/ reduced so that cordial relations can be maintained in the organization. This can be improved by conducting frequent meetings and

discussions.

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