QUALITY OF EMPLOYEES' WORKLIFE
(With special reference to Air India Ltd., Hyderabad)

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ABSTRACT:- The focus of this paper concerns a study of the quality of work life for the employees of Air India Ltd., The aim of the paper is to determine whether and how the quality of work life affects the satisfaction level of employees of Air India Ltd., employees and the implications of these findings suggest that quality of work life in Air India Ltd., can be enhanced by these factors as "Adequate Fair Compensation", "Safe & healthy working conditions", "Opportunities to use & develop human capacity", "Opportunity for career growth", "relief and stress", involvement of decision making g process" "Constitutionalism in work organization", "skill and ability" and " job security".

Keywords:- quality of work life, employee, compensation, career, decision making.

I. INTRODUCTION

Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has. Quality of life is defined as the level of enjoyment in a person's life. In general, it is based on many factors. At a minimum, a person's basic needs must be met for them to have a high quality of life…they must be generally healthy, have enough to eat and have a place to live. Once a person's basic needs are met, that person's quality of life is largely determined by their own personality, their desires and their level of personal fulfillment. A person with a high quality of life tends to feel as though all of their important needs and wants are fulfilled. They are generally happy and overall feel as though their life is good. A person without quality of life is lacking in one or several basic areas of his life. For example, the very ill or those who are no longer able to care for themselves or do activities they enjoy because of physical, mental or financial restrictions are often said to have a low quality of life.

Quality of Work life-Need:

There has been much concern today about the decent wages, convenient about the decent wages, convenient working hours, conductive working conditions etc. Their term "Quality of work life" has appeared in research journals and press in USA only in 1970's. There is no generally acceptable definition about this term Quality of work life (QWL). It refers to the favorableness or unfavourableness of a job environment for people. QWL means different things to different people. According to J. Richard and J. Loy "The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization".

Objectives of the Study:

The importance of having effective of work life practice organization and their impact on employee performance and the overall organizational performance is the subject of matter, keeping this in mind, The main objective of the study is to understand the Quality of Work Life of Air India Employees' and their satisfaction with different aspects of job, work environment and organization.

a) To study the factors relating to Quality of Work Life in the organization.
b) To find out whether the Employees' receive adequate and fair compensation and also study about the reward system in the organization.
c) To identify the safe and healthy working conditions this affects the employee's performance.

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d) To identify whether the Employees' are involved in the decision making process and also initiatives in developing the human capacities.

Data collection:

Data was collected from bothPrimarysources andSecondary sources, Primary sources include the respondents from whom the required information was gathered directly and emphasis was laid on their responses. Secondary sources include the company manuals, records and the concerned literature on the subject.

Sample design:

The respondents were the Employees' in various departments like personnel, internal, Audit, departments. The method of sampling was selective sample and around 3-10 Employees' from each department which were personnel department, Finance department, Stores department which were Department, Commercial stores department, Civil engineering department Times office, Receipts and Dispatch section, Industrial Engineering Department, voice communication section, Medical section and General supplies stores across the whole organization.

Tools for Data Collection:

Tools used for data collection were as follows

➢ Unstructured Discussion:

Under this method of data collection the researcher comes in contact with the respondents from whom the information is gathered. Certain crucial elements can be discussed through this method. The person who wants the information raises the concerned topic and should allow the other persons to freely express his views and opinions. Sometime the precise information cannot be collected from the structured questionnaire because it has only limited questions, at this time information can be cockeyed though this method, where the opinions of the respondents is more clear and true.

➢ Structured questionnaire:

It is usually associated with the self administered tools with the items of the closed or fixed alternative type. The respondents feel greater confidence in the anonymity of questionnaire than in that of immediate response.

There were reasons for choosing the questionnaire as one of the tools for data collection. The investigator framed the questionnaire including the following questions other than respondent's details.

➢ Administering the tools:

The questionnaire was administered by the Chief Manager of the Personnel Department of Indian Airlines. The respondents were asked to return the filled in forms later. The researcher has to explain the questions to the respondents.

Inferences have been drawn depending on the information collected from primary and secondary sources. Based on the inferences and finding suggestions and recommendations are given at end of the analysis.Keeping in mind these parameters an attempt is made with the help of a questionnaire to understand the Employees' perception relating to the motivation, job satisfaction and there by the quality of work life.

Review of Literature:

Both employers and employees now better appreciate the importance of the Quality of work life in an organization. Quality of work life is important to organizational performance (Grayson, 1973). Quality of work life is an important factor that affects motivation at work (Ghosh, 1992). Quality of work life programmes has two objectives: to enhance the productivity and the satisfaction of employees (Gardon, 1984). Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones.

Glasier (1976) thinks that quality of work life implies job security, good working conditions, adequate and fair compensation, more even than equal employment opportunity all together.

In their excessive literature review Katzellet. Al (1975) viewed quality of work life more broadly as an individual's evaluation of the outcome of the work relationship. They observed that a employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well and feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values. Walton (1973) suggested eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalization and total life space and social reliance.

Perceptions and Reflections of Employees on Quality of Work life-An Analytical Insight:

➢ Decision making process:

Involvement of Employees' in the organizational decision making helps in promoting concerned towards the organization and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in the decision making. The observation is presented in table 1.1:

Table 1.1: Employees' perception on allowing their involvement in decision making process

Name of attribute	No. of responses	% of responses
Strongly Agree	0	0
Agree	4	10
No comments	8	20
Disagree	21	52.5
Strongly Disagree	7	17.5

Source: compiled and computed from primary data.

Evident from the Table 1.1, it is understood that not even a single employee strongly agrees that there are allowed by the management in the decision making process. More than 50% of employee disagree that the Air India allows them in decision making process, the other people partially responded for no comments, etc., their perceptions are also presented graphically in Fig: 4.1

Graphical Representation:
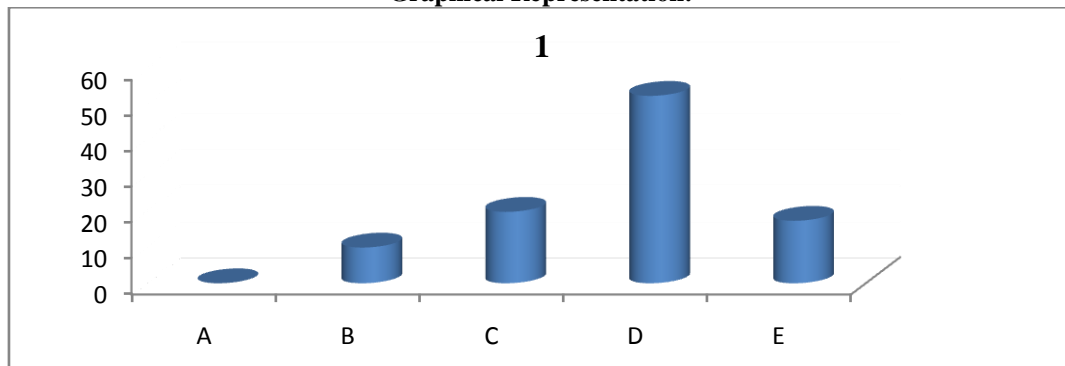
Inference: From table it is clearly understood that not even a single employee agrees that are allowed by the management for the data analysis. More than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as 0% strongly disagree, agreed 10%, 20% Employees' has given as no comments, 52.5% has disagree, strongly disagreed was 17.5%.

➢ **Skills and abilities:**
Involvement of Employees' in the Skills and abilities helps to provide the best possible way to use the job with all skills and abilities to provide quality of work life. In this connection the Employees' opinion regarding their involvement by the management in the skills and abilities. The observation is presented in table 1.2,

**Table 1.2: Best possible ways to provide skills and abilities**

Name of attribute	No. of responses	% of responses
Strongly Agree	9	22.5
Agree	22	55
No comments	2	5
Disagree	5	12.5
Strongly Disagree	2	5

Source: compiled and computed from primary data

From Table 1.2, it is understood that less employee strongly agrees that there are allowed by the management in the skills and abilities. Less than 50% of employee disagree that the Air India allows them in

skills and abilities, the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.2

Graphical Representation:
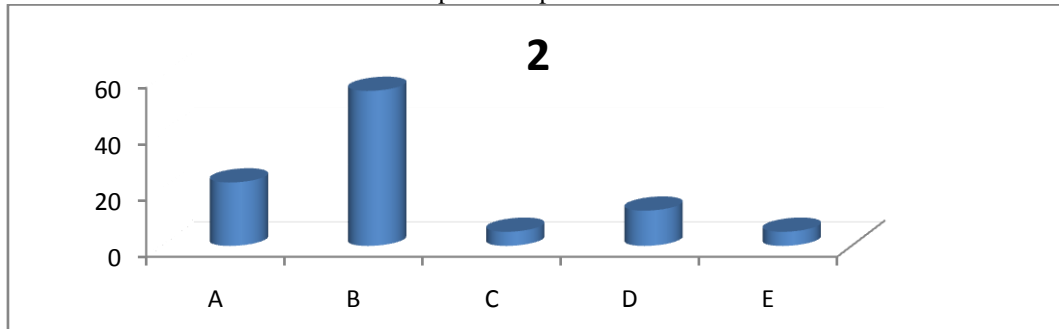
Inference: From table it is clearly understood that employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as22.5% has strongly agree with statement, agreed percentage is 55%, 5% has answered No comments, 12.5% has disagreed, strongly disagreed was 5%.

➤ Flexible work timings:

Involvement of Employees' in the organizational helps to provide the flexible work timings to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their flexible work timings, the observation is presented in table 1.5,

Table 1.3: Enjoying flexible work timings

Name of attribute	No. of responses	% of responses
Strongly Agree	4	10
Agree	17	42.5
No comments	4	10
Disagree	15	37.5
Strongly Disagree	0	0

Source: compiled and computed from primary data

From Table 1.3, it is understood that less employee strongly agrees that there are allowed by the management to work in flexible work timings. Less than 50% of employee disagree that the Air India allows working in flexible work timings, the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.3.

Graphical Representation
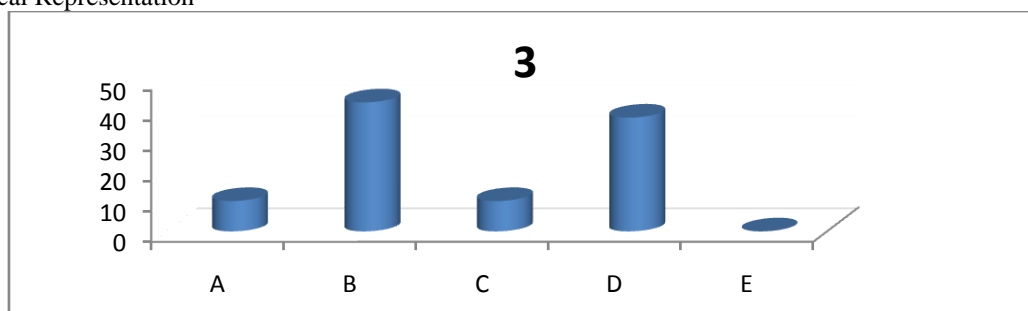
Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as only

10% has strongly agreed, 42.5% has agreed, no comments by 10%, 37.5% has disagree with statement, none of them has answered strongly disagree.

➢ **Good Working Environment:**

Involvement of Employees' in the organization helps in promoting concerned towards the organization and there by helps to improve the Employees' with good working environment to improve quality of work life. In this connection the Employees' opinion regarding good working environment, the observation is presented in table 4.8:

Table 1.4: Employees' perception on good working environment

Name of attribute	No. of responses	% of responses
Strongly Agree	5	12.5
Agree	15	37.5
No comments	9	22.5
Disagree	10	25
Strongly Disagree	1	2.5

Source: compiled and computed from primary data

From Table 1.4, it is understood that less employee strongly agrees that there are allowed by the management in the working good environment. Less than 50% of employee disagree that the Air India allows them in working good environment, the other people partially responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.4.

Graphical Representation:
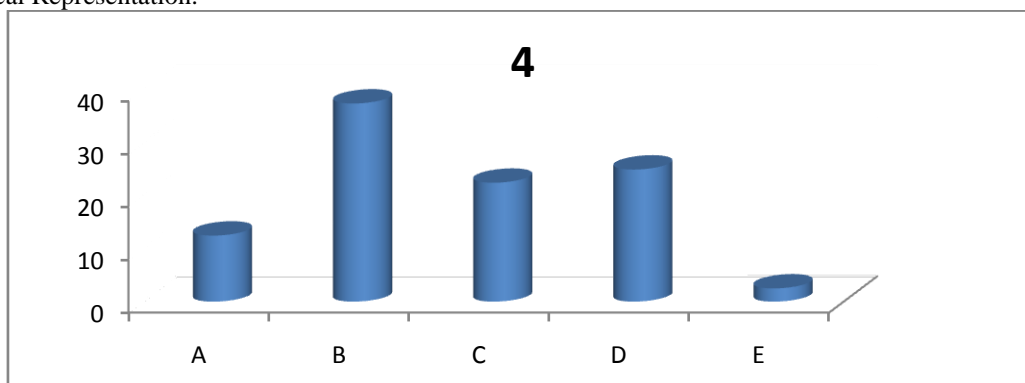
Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as 12.5% has strongly agreed, 37.5% has just agreed, 22.5% has answered as no comments, disagreed was 25%, and strongly disagreed was 2.5%.

➢ **Relief from stress:**

Involvement of Employees' helps in organizing cultural activities so as Employees' get relief from stress and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in relief and stress, the observation is presented in table1.5:

Table 1.5: Employees' perception on entertaining and getting relief from stress

Name of attribute	No. of responses	% of responses
Strongly Agree	4	10
Agree	15	37.5
No comments	6	15
Disagree	12	30
Strongly Disagree	3	7.5

Source: compiled and computed from primary data

From Table 1.5, it is understood that less employee strongly agrees that there are allowed by the management in the entertain by providing cultural activities to get relief from stress. Less than 50% of employee disagree that the Air India allows them in entertaining, the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.5.

Graphical Representation:
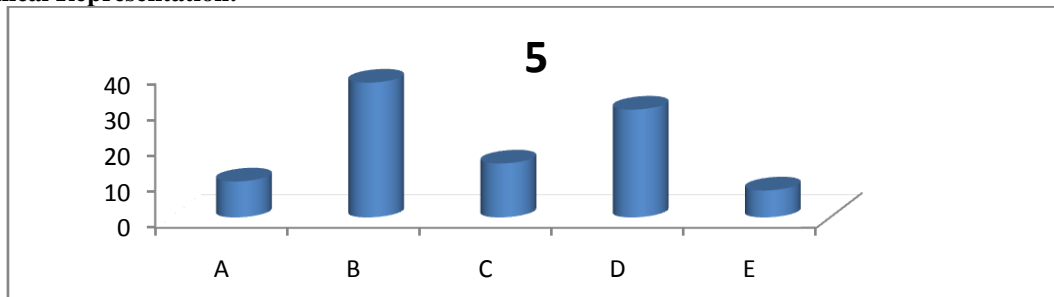
Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented asstrongly agreed was 10%, 37.5% has just agreed, 15% has no comments, 30% has disagreed, and strongly agreed was 7.5%.

➤ **Health and safety measures:**

Involvement of Employees' in the organization provides adequate health and safety measures and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in the health and safety measures, the observation is presented in table 1.6

Table 1.6: Employees' perception on allowing adequate health and safety measures

Name of attribute	No. of responses	% of responses
Strongly Agree	4	10
Agree	25	62.5
No comments	5	12.5
Disagree	3	7.5
Strongly Disagree	3	7.5

Source: compiled and computed from primary data

From Table 1.6, it is understood less employee strongly agrees that there are allowed by the management in providing health and safety measures. Less than 50% of employee disagree that the Air India allows them in providing health and safety measures, the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.6.

Graphical Representation:
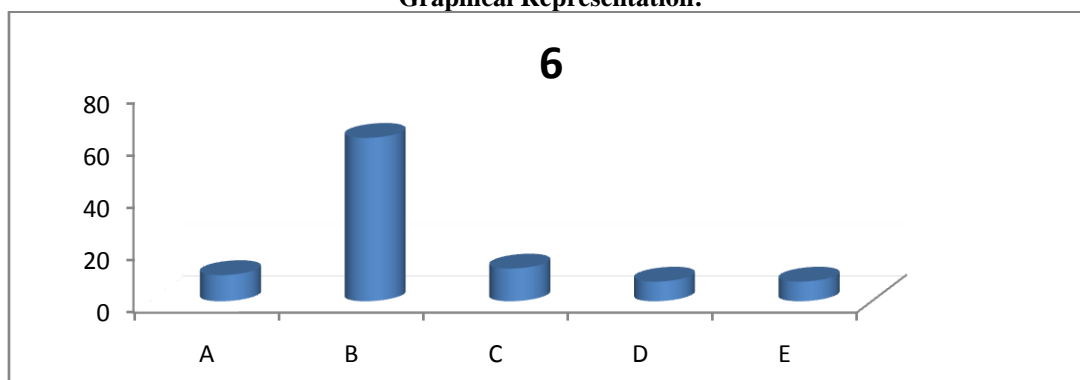
Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. None of employee disagree that the Air India allows them in data analysis ,the other people partially responded for no comments, etc, their perceptions are represented as Only 10% has strongly agreed, 62.5% has just agreed, 12.5% answered no comments, and both disagree and strongly disagree has answered 7.5% each.

➢ **Motivates Employees:**

Involvement of Employees' in the organization helps in motivating employees and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in motivating employees, the observation is presented in table 1.7:

Table 1.7: Employees' perception on management to motivate Employees

Name of attribute	No. of responses	% of responses
Strongly Agree	2	5
Agree	10	25
No comments	7	17.5
Disagree	17	42.5
Strongly Disagree	4	10

Source: compiled and computed from primary data

From Table 1.7, it is understood that less employee strongly agrees that there are allowed by the management to motivate Employees'. Less than 50% of employee disagree that the Air India allows them in motivating Employees', the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.7.

Graphical Representation:
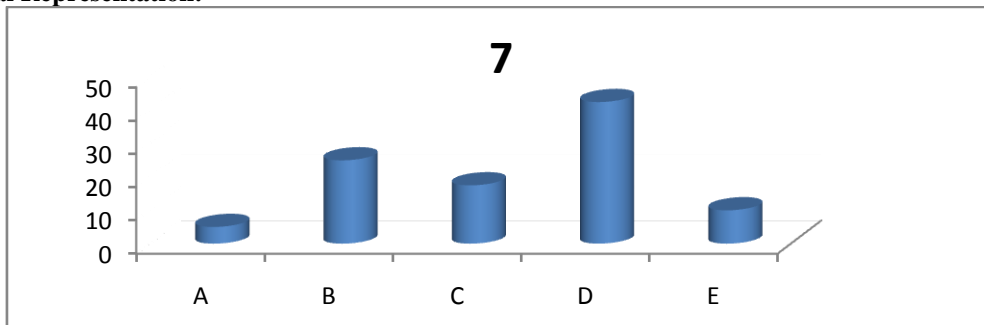
Inference: From table it is clearly understood that less employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as Only 5% has strongly agreed, agreed percentage is 25%, 17.5% has answered no comments, 42.5% has answered disagree, and 10% has strongly disagree.
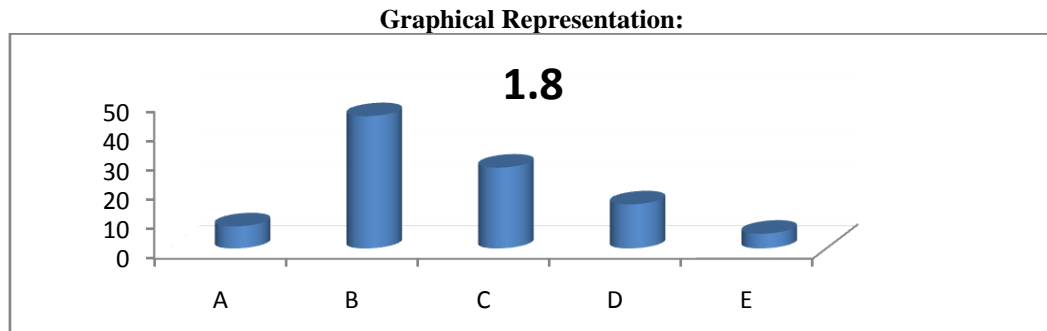
➢ **Fair Compensation:**

Involvement of Employees' in the organization includes adequate and faircompensation and concerned towards the organization and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in the adequate compensation, the observation is presented in table 1.8:

Table 1.8: Employees' perception on fair compensation

Name of attribute	No. of responses	% of responses
Strongly Agree	3	7.5
Agree	18	45
No comments	11	27.5
Disagree	6	15
Strongly Disagree	2	5

Source: compiled and computed from primary data

From Table 1.8,it is understood that less employee strongly agrees that there are allowed by the management in the fair compensation. Less than 50% of employee disagree that the Air India allows them in adequate fair compensation, the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.8

Graphical Representation:

Inference: From table it is clearly understood that less employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as7.5% has strongly agreed, 45% has just agreed, no comments given by 27.5%, 15% has answered as no comments, and 5% has strongly disagreed.

➤ **Job security:**

Involvement of Employees' in the organizational to provide job security helps in promoting concerned towards the organization and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in providing security for job, the observation is presented in table 1.9.

Table 1.9: Employees' perception on providing job security

Name of attribute	No. of responses	% of responses
Strongly Agree	6	15
Agree	18	45
No comments	9	22.5
Disagree	4	10
Strongly Disagree	3	7.5

Source: compiled and computed from primary data

From Table 2.0,it is understood less employee strongly agrees that there are allowed by the management to provide job security. Less than 50% of employee disagree that the Air India allows them in providing less job security, the other people partially responded for no comments, etc., their perceptions are also presented graphically in Fig: 1.9.
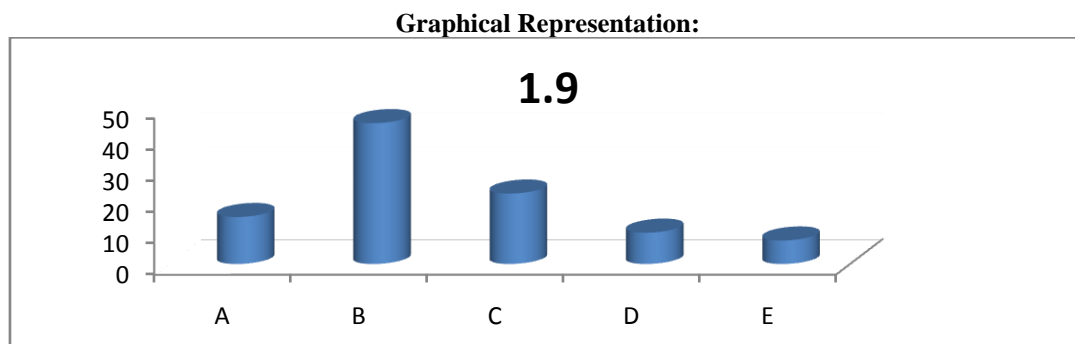
Graphical Representation:

Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented asOnly

15% has strongly agreed, 45% has just agreed, 22.5% has answered as no comments, 10% has disagreed, and 7.5% has strongly disagreed.

➢ **Treat in good manner:**

Involvement of Employees' in the organization treat Employees' in good manner and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in the treatment of good manner, the observation is presented in table 2.1:

Table 2.1: Employees' perception on treating with good manner

Name of attribute	No. of responses	% of responses
Strongly Agree	6	15
Agree	22	55
No comments	6	15
Disagree	4	10
Strongly Disagree	2	5

Source: compiled and computed from primary data

From Table 2.1,it is understood less employee strongly agrees that there are allowed by the management to provide good treating manners. Less than 50% of employee disagree that the Air India allows good manners in treating Employees', the other people responded for no comments, etc., their perceptions are also presented graphically in Fig: 2.1.

Graphical representation:
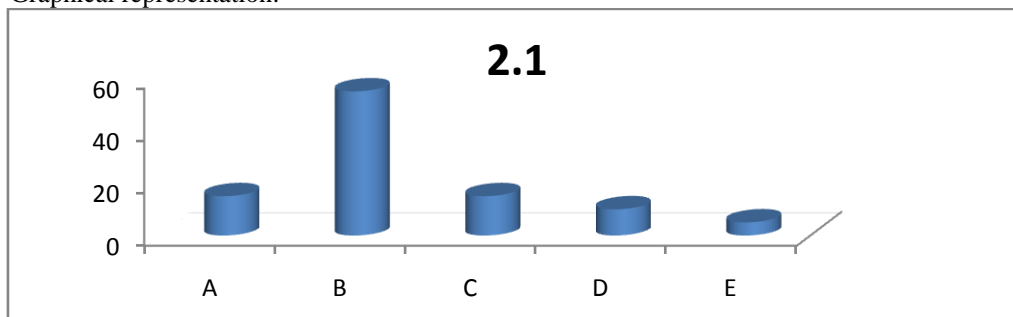
Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as 15% has strongly agreed, 55% has just agreed, 15% has given as no comments, 10% has disagreed, and 5% has strongly disagreed.

➢ **Training for new technology:**

Involvement of Employees' in the organization provides training for any new technology acquired and concerned towards the organization and there by helps to improve the Employees' quality of work life. In this connection the Employees' opinion regarding their involvement by the management in the training, the observation is presented in table 2.2.

**Table 2.2: Employees' perception on training new technologies**

Name of attribute	No. of responses	% of responses
Strongly Agree	6	15
Agree	16	40
No comments	8	20
Disagree	8	20
Strongly Disagree	2	5

Source: compiled and computed from primary data

From Table 2.2,it is understood less employee strongly agrees that there are allowed by the management to train for new technologies. Less than 50% of employee disagree that the Air India allows them

in training new methods to acquire, the other people partially responded for no comments, etc., their perceptions are also presented graphically in Fig: 2.2

Graphical Representation:
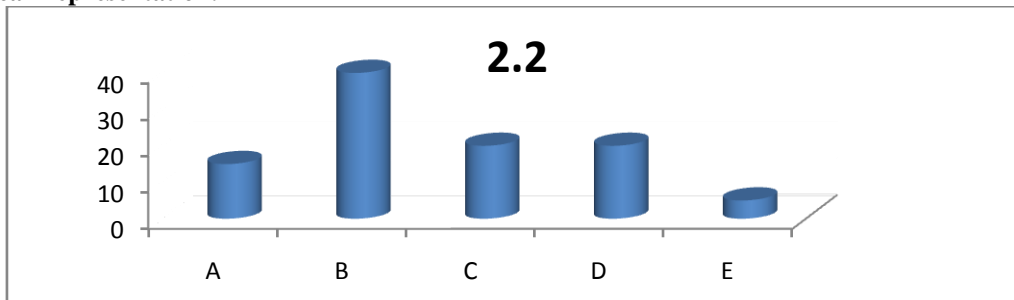
Inference: From table it is clearly understood that more employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented as15% has strongly agreed, 40% has just agreed, 20% has answered as no comments, 20% has answered disagree, and 5% has strongly disagreed.

Good career growth:

Involvement of Employees' in the organization helps in providing good career growth and concerned towards the organization and there by helps to improve the Employees' quality of work life.In this connection the Employees' opinion regarding their involvement by the management in career growth, the observation is presented in table 2.3:

Table 2.3: Employees' perception on providing good career growth

Name of attribute	No. of responses	% of responses
Strongly Agree	2	5
Agree	11	27.5
No comments	9	22.5
Disagree	11	27.5
Strongly Disagree	7	17.5

Source: compiled and computed from primary data

From Table 2.3,it is understood less employee strongly agrees that there are allowed by the management to provide good opportunity that make good career growth. Less than 50% of employee disagree that the Air India allows them in providing good career growth, the other people partially responded for no comments, etc., their perceptions are also presented graphically in Fig: 2.3

Graphical Representation:
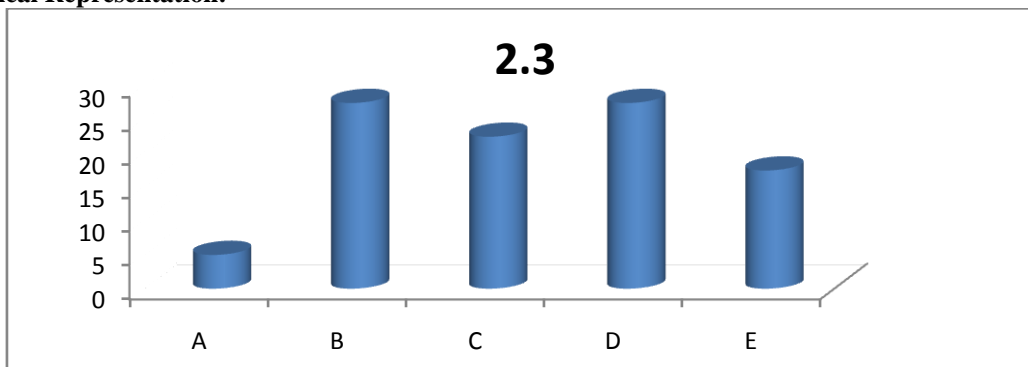
Inference: From table it is clearly understood that less employee agrees that are allowed by the management for the data analysis. Less than 50% of employee disagree that the Air India allows them in data analysis, the other people partially responded for no comments, etc, their perceptions are represented asOnly 5%

has strongly agreed, just agreed by 27.5%, no comment has answered by 22.5%, 27.5% has disagreed, and strongly disagreed was 17.5%.

Findings and Suggestions of the study:

Findings:

The following are the findings of the study of quality of work life of the Indian Airlines Employees':

➤ Good portion of the Employees' are given an opportunity to participate in the decision making process but a maximum number of Employees' disagree with that statement.
➤ Maximum number of Employees' has agreed that their job lets them use of their skills and abilities in best possible way.
➤ Some portion of Employees' agreed the statement that they enjoy with flexible work timings but other portion did not agreed.
➤ Employees' agreed the statement "Health and Safety measures are adequate".
➤ Most of the employee's has disagreed regarding employee motivation but some of the Employees' agreed the statement.
➤ All Employees' are satisfied with fair compensation and they agree with it.
➤ Superiors treat Employees' in good manner, maximum number of Employees' agrees with it.
➤ Maximum percentage of Employees' just agreed that "Air India provides me adequate fringe benefits" and some portion of Employees' has given no comments on it.
➤ Only few percentages of Employees' strongly agree that "Air India provides good working environment like A/C rooms, perfect ventilation, furniture etc", most of Employees' has just agreed the statement.
➤ Air India satisfied the Employees' regarding job security, most of   Employees' agreed to it.
➤ Air India is good at providing training when new technology is obtained most of Employees' agreed to it.
➤ Air India provides good opportunity for the Employees' who look for career growth. This statement equal number of Employees' has agreed and disagreed respectively and some portion of Employees' has not agreed.

II.   SUGGESTIONS

The following are the suggestions which can be made after studying the various aspects of Quality of work life:
➤ Salaries should be fixed based on their qualifications and achievements.
➤ Goals and objectives are communicated clearly to the Employees'.
➤ Make employee to feel as energetic as they started the day, by providing good working environment.
➤ Based on the achievements and work done promotions should be given.
➤ Employees' should be allowed to participate in decision making process.
➤ Training facilities provided by the organization needs a proper monitoring by collection of time to time feedback from the Employees'.
➤ Allow Employees' to share their ideas, views, suggestions and experiences.
➤ Employee's skills and abilities should be recognized.

III.   CONCLUSION

The study concludes that there is a medium level of satisfaction among the employees regarding the Quality of Work life. The factors determining the satisfaction with the quality of work life in the organization were Adequate Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth,Social integration in the work force,All these factors are positively correlated with the quality of work life in Air India Ltd. So by improving these factors quality of work life in Air India Ltdcan be enhanced.

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