

A STUDY ON FACTORS AFFECTING THE QUALITY OF WORK LIFE WITH REFERENCE TO EPK GROUPS, CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

MAY2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **G.VENKATALAKSHMI (41410335)** who carried out the project entitled "**A STUDY ON FACTORS AFFECTING THE QUALITY OF WORK LIFE WITH REFERENCE TO EPK GROUPS, CHENNAI**" under our supervision from January 2023 to April 2023.

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PROJECT COMPLETION LETTER

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DECLARATION

I **G. VENKATALAKSHMI (41410335)** hereby declare that the Project Report entitled “**A STUDY ON FACTORS AFFECTING THE QUALITY OF WORK LIFE WITH REFERENCE TO EPK GROUPS, CHENNAI**” done by me under the guidance of **Dr. DHIVYA SATHISH, MBA., M.phil., Ph.D.,** at **EPK GROUPS Private LTD,** No.622,Rasheed mansion, 3rd floor, Thousand Lights, Anna Salai, Chennai-600006 is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:05/05/2023

PLACE: CHENNAI

Venkatalakshmi
G.VENKATALAKSHMI

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, MBA.,Ph.D., Dean - School of Management Studies** and **Dr. A. Palani, M.Com., M.Phil., MBA., Ph.D., Head of the Department, School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR. DHIVYA SATHISH, MBA., M.phil., Ph.D.,** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **Department of Business Administration** who were helpful in many ways for the completion of the project.

G. VENKATALAKSHMI

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ABSTRACT

The main purpose of improving the quality of work life is to change the work environment so that the work environment that people create together can lead to a better work environment. It focuses on the problem of creating a human work environment in which employees collaborate and contribute to the goals of the organization - the hallmarks of a good life at work are work engagement, job satisfaction, and productivity.

The main objective was to find out the factors affecting compensation at EPK Groups. It also includes some objectives to detect the obstacles to employee participation within the company, study the level of satisfaction employees get from the quality of work life at EPK Groups, evaluate employee's opinions about working conditions and welfare facilities, determine the factors affecting the promotion and career plans of the employees at EPK Groups, and evaluate the grievance handling and motivational techniques of EPK Groups.

The study will give a deeper insight into the quality of work life prevailing in the organization. It will give an account of the various factors affecting the quality of work life and the extent to which employees are happy with them. Findings from this study are used to improve their employees' participation, motivation, and involvement in the effective running of the organization. These findings will enable managers to identify those areas that need much attention in terms of employee welfare, meet them, and therefore solicit their total commitment. The organization that aims at developing and maintaining a highly motivated and productive workforce will find the results of this study valuable.

The convenience sampling method has been used in the research work. Multiple choice questions have been chosen to collect the responses from 120 employees. The collected data has been analyzed through various statistical tools like Karl Pearson's correlation and Chi-square test. Numerous new findings have been derived from this research, which has helped to suggest suitable measures for maintaining and improving the quality of work life at EPK Groups.

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CHAPTER - 1

INTRODUCTION

1.1 INTRODUCTION

One of the most recognizable industries in the world is real estate. It includes the residential, retail, hospitality and business subsectors. The demand for office space, urban and semi-urban housing, and the expansion of the business environment are best for the growth of the economy. In terms of direct impact, indirect impact and impact on various sectors, the construction industry is the third of the 14 largest industries.

The real estate sector in India is the second largest source of employment after agriculture. The sector is also expected to attract more Indian non- resident (NRI) investment in the short and long term. Bengaluru is expected to be the top preferred real estate investment destination for NRIs, followed by Ahmedabad, Pune, Chennai, Goa, Delhi and Dehradun.

1.2 INDUSTRY PROFILE

MARKET SIZE

The real estate sector will grow to Rs 10 million by 2040. 650 billion rupees (\$9.3 billion). 120 billion (\$1.72 billion) in 2019. The Indian real estate sector is expected to grow from \$200 billion in 2021 to an economy of \$1 trillion by 2030 and account for 13 percent of the country's GDP by 2025. The retail, hospitality and real estate sectors are also growing rapidly, providing greater demand.

For India's growing demand. The Indian real estate sector has done more than 1,700 acres in 7 cities in 1 year. Foreign investment in the real estate sector was \$10.3 billion in 2017-21. By February 2022, developers are expected to increase demand for SEZ office space following an amendment to the current SEZ Law.



According to ICRA estimates, Indian companies expect to raise > Rs. Of the \$29 billion investment made today, \$3.5 trillion (\$48 billion) will be invested in real estate and REITs by 2022. From July 2020 to December 2020, 22.2 square meters of business development was achieved in the eight largest cities. In terms of business user distribution, the second half of 2020 is dominated by information technology (IT/ITES) business (41%), followed by BSFI and manufacturing (16%), other businesses with services and business activities (17%) and 10% outside. India will deliver approximately 40 million square meters.

In 2020, floor space reached 5.7 million square feet, accounting for 24% of rent. 4,444 SMEs and energy companies leased most of the space in Pune, Chennai and Delhi NCR, followed by the auto industry in Chennai, Ahmedabad and Pune. 3PL, e-commerce and retail businesses accounted for 34%, 26% and 9% of leased office space, respectively. In the fourth quarter of 2021, 71% of all real estate PE investments were followed by the office market, 15% by retail and 7% by real estate and warehouses.

In the first half of 2022, the area of office buildings in the top 7 states will be 27.2 million square meters. A total of 55,907 new homes were sold in India's eight micro markets in July-September 2021 (+59% year-on-year). Home starts in the top eight cities were ~65,211 in 3Q21 (July 2021-September 2021) versus ~19,865 in 3Q2020, up 228 percent year on year.

Investment in these sectors is expected to increase in 2021-22. For example, in October 2021, Chintels Group announced an investment of Rs. 444.44 billion (\$53.47 million) for 928,000 square feet of new construction. ft. Business project in Gurgaon.

According to the Economic Times Housing Finance Summit, while three houses are built for 1,000 people a year, there are five houses for every 1,000 people. The city currently has an estimated 10 million housing shortage. China needs to have 25 million more affordable housing units by 2030 to meet the growth in its urban population.

INVESTMENTS/DEVELOPMENTS

The Indian real estate market has grown in recent years, driven by increased demand for office and residential space. Institutional investment in India's real estate sector is expected to increase by 4% to reach 20 crores, according to real estate consultant Colliers India. 365 billion rupees (\$5 billion) in 2021 because investors want to learn more about safe profits during the pandemic. **Private** equity investment in Indian real estate **more than doubled to** \$2.9 billion in the first half of 2021, according to a recent report by Colliers India. The number of exports from special economic zones is Rs. 796 trillion rupees (\$113 billion) in fiscal 2020, a 13.6% increase from 71 trillion rupees (\$100.3 billion) in fiscal year 2019.

- In July 2021, SEBI lowered the minimum filing fee for REITs from Rs. 50,000 (\$685.28) to Rs. 10,000-15,000 (\$137.06 - \$205.59) makes it easier for small traders and retailers to enter the market.
- FDI in these sectors (including construction and business) is \$55.18 billion from April 2000 to September 2022.

Some of the important investments and growths in the sector are as follows: Private equity funds entering

- Indian garden Tse in the January-July 2022 period have approximately 3.27 billion dollars. Sales of 4,444 homes in India's seven major cities in the third quarter of 2021 rose 113% year-on-year to 62,800 units, up from 29,520 units in the same period last year, suggesting that it is healthy after strict restrictions in Q2 caused by COVID. Spread in 19 countries.
- Corporate real estate investment in India rose 7% year-on-year in the third quarter of 2021.
- Investments of \$2,977 billion were recorded in the first nine months of 2021, compared to \$1.534 billion in the same period last year.
- November 2021, Ascendas India acquired Aurum Ventures' 16-floor commercial building in Navi Mumbai for Rs. 3.53 billion (\$47 million), making it the largest deal a global bank has made for a single-family home in the past few years.
- REA India-based online real estate broker Housing.com partnered with online legal service providers LegalKart, Lawrato, Vidhikarya and Vakil in 2021 to provide legal advice and assistance to homebuyers.
- The top three cities - Mumbai (~39%), NCR-Delhi (~19%) and Bengaluru (~19%) - benefited from around 77% of total investment recorded in **Q3** 2021.
- It will grow 10-15% annually over the next three years from the current 36 million square meters. ft., according to a report from CBRE.
- In June 2021, to create an investment in mixed-use retail assets, GIC announced that it has acquired a minority of the Phoenix Mills portfolio (worth \$733 million). In May 2021, Blackstone Real Estate acquired Embassy Industrial Parks for Rs. 52.5 billion (\$716.49 million) to expand its operations in the country.

- SRAM & MRAM Group has partnered with Area CAS Developers and Infrastructure Private Limited (Area Group) and Gupta Builders and Promoters Private Limited (GBP Group) in India to enter the Indian real estate market. He plans to invest \$100 million in real estate.
- According to Anarock, home sales in seven cities increased by 29% in the fourth quarter of fiscal year 2021 compared to the fourth quarter of 2020, and the number of new homes increased by 51%.
- Private equity firm Blackstone has invested heavily in India's real estate sector (worth Rs 38 trillion (\$50 billion)) and plans to invest an additional Rs 17 trillion (\$22 billion) by 2030.
- Rapid adoption of remote work by 2021 and demand for affordable housing with prices below Rs. Tier 2 and 3 cities are expected to increase by 400,000-5 million, leading to higher prices in these areas.
- In April 2021, HDFC Capital Advisors (HDFC Capital) partnered with Cerberus Capital Management (Cerberus) to create a platform to focus on the best results in the real estate industry in India. The platform aims to purchase goods and provide money per mile for projects under construction across the country.
- In March 2021, Godrej Properties announced that it will announce 10 new residential developments in the fourth quarter. Godrej Properties purchased a stake in HDFC Venture Trustee Company, increasing its stake in Godrej Realty from 51% to 100%.
- In Jan 2021, Sabha Highrise Ventures Pvt, wholly owned subsidiary of SOBHA Limited. Ltd. Acquired 100% of the shares of Annalakshmi Land Developers Pvt. limited company.

GOVERNMENT INITIATIVES

- The Government of India, together with the state governments, has taken several initiatives to promote economic growth. The smart city project, which plans to establish 100 smart cities, is a great opportunity for real estate companies. Here are some key changes from the government:
- In October 2021, the Reserve Bank of India gave a big boost to the country's economy by announcing that it will keep the interest rate steady at 4%. The lower mortgage loan is expected to boost housing demand and increase sales by 35-40% during the 2021 festive season.
- The Union Budget made tax relief up to Rs 1.5 million (\$2,069.89) interest on home loans and affordable housing has been extended until the end of fiscal 2021-22.
- For Atmanirbhar Bharat 3.0 pack, in November 2020, Mrs. Nirmala Sitharaman, Finance Minister has approved the Union Cabinet of Rs 25,000 (US\$ 3) to rehabilitate nearly 1,600 residential projects in cities across the country, including income tax on initial purchase/sale of residential properties (up to Rs 2Crores)
- The Government has established a Housing Finance Fund (AHF) in the National Housing Bank (NHB) with an initial value of Rs.100 crore (US\$1.43 billion) to provide microfinance to HFCs using variable lending priority from banks/financial institutions.
- As of 31 January 2021, India has authorized 425 Special Economic Zones, of which 265 are operational. Most Special Economic Zones (SEZs) fall under IT/BPM.

ROAD AHEAD

The Securities and Exchange Board of India (SEBI) has approved a Real Estate Investment Trust (REIT) platform that will allow different types of investors to invest in the Indian real estate market. This will create an opportunity worth Rs. 1.25 trillion (\$19.65 billion in the Indian economy over the next few years). Responding to more knowledgeable clients and keeping the world in mind, Indian architects changed course and accepted new challenges. The most important change is the transition from family business to company management. To meet the need to manage multiple projects across the city, developers invest in centralized systems to gather information and organize employees, and hire professionals in areas such as project management, construction and engineering.

Under the ambitious Pradhan Mantri Awas Yojana (PMAY) plan, the Union Ministry of Housing and Urbanization, the central government aims to build 20 million affordable homes in cities across the country by 2022, and the public sector is expected to grow. The expected increase in the number of residences in the city will increase the demand for commercial and retail office space. The current housing shortage in the city is estimated to be approximately 10 million units. An additional 25 million units of affordable housing are needed by 2030 to meet the country's growing urban population. Increased FDI flows in Indian real estate promotes greater transparency. To attract funding, developers have improved their finances and management to meet due diligence standards.

1.3 COMPANY PROFILE

EPK GROUP is an absolute corporate solution company, which serves its clients effectively with various products & services, with the bunch of experts. The company was found in the year "2005" They are providing their renowned services for the past 18 years to their clients, which paved way to success. The company is located in Chennai with multiple branches.

Founder & Managing Director – Mr. E Karthikeyan

EPK GROUP having its vision Globally offers a wide spectrum of services to all your corporate needs. This includes Business requirements related to,

- Business Feasibility Study
- Recruitment
- Company Incorporation
- Business Process Outsourcing (BPO)
- Setting up Interior / Infrastructure
- Finding Office place
- Marketing Strategy Consulting

Our professionals help clients make informed decisions to achieve a competitive advantage by managing risk, reducing costs and increasing operational efficiencies. A Strategic outsourcing by the Companies benefits them such as,

- Accessing Skilled Expertise
- Reducing turnaround time
- Generating more profit
- Increasing efficiency
- Reducing overhead
- Flexible staffing
- Reduces the Need for Direct Advertising

SERVICES

FEASIBILITY STUDY CONSULTING

A feasibility study is crucial to starting a new business or Expansion of existing business. Our feasibility studies define the project, product or service and then assess its viability. We analyze the proposed initiative in terms of expected performance objectives and provide a guide to implementation.

Aim at sharpening each business units' operations to a gleaming point and allow these units to focus solely on their primary objectives: Thereby, delivering higher quality at lower costs to clients.

The quality of a project is not necessarily related to how much it costs, but rather how wisely the resources of time and money are spent. The setting of standards is more about an attitude of mind in defining goals and honoring commitments

COMMERCIAL PROPERTY CONSULTING

As a Property Consultant we work exclusive for our Corporate Clients on Furnished & Unfurnished properties. The average person spends as much time at work than they do anywhere else, so EPK professionals understands our clients need before they start Suggesting /Advising / Referring a property for an Office Space. We support our clients to understand about,

- The property location
- Building Amenities (ex: Lift, Generator Back up, Parking Availability, etc.)
- Water Facility
- Fire safety measures
- Transport Facility
- Costing of the Premises (Furnished / Unfurnished)
- Contract Period

COMPANY INCORPORATION

Our business services platform dedicated in helping Corporate/ Entrepreneurs to easily start and grow their business, at an affordable cost in India as per norms specified by Ministry of Corporate Affairs. We support on the company Registration, Legal and Regulatory requirements and be a partner throughout the business lifecycle, offering support at every stage to ensure the business remains compliant and continually growing.

INTERIORS

We offer a wide spectrum of services that are concept based, innovative and functional. A team of professionals comprising of architects, interior designers and civil engineers who have hands-on experience & expertise in the fields of interior designing, space planning and turnkey contracts.

Every project we take up for execution undergoes Perfect planning, space Management, in depth concept detailing, effective knowledge transfer and unparalleled creations through skilled workmen. We ensure on quality of the Work & complete projects within specified time frames as desired by our clients.

OFFICE PRODUCTS

Our products range from Desktop, Laptop, Projectors, Electrical, Tiles, False Ceiling, Workstations, Chairs, Air Conditioners, Generators, Carpets, UPVC Doors, Windows, Security Access Systems, Paints, Shutters, LED Display, Water Purifier etc. All our products are acquired directly from the manufacturers; hence we can provide better discount on bulk orders. We strongly believe in building long term relationships with our clients and we go to great lengths to ensure our valuable Clients receive timely services and high-quality products.

BUSINESS PROCESS OUTSOURCING (BPO)

Business process outsourcing (BPO) is the contracting of non-primary business activities and functions to a third-party provider, which includes Payroll, Human Resources (HR), Accounting and Customer/Call center relations.

We offer Back Office Outsourcing services for quality assurance, data entry, data management, Accounting, payment processing, surveys and Customer/Call Center Support.

RECRUITMENT PROCESS OUTSOURCING (RPO)

Recruitment Process Outsourcing is a form of business process outsourcing where an employer transfer All or Part of its recruitment processes to an external service provider. We specialized in providing candidates as per our client's Requirements – Permanent Staffing, Contract & Contract to Hire.

PERMANENT STAFFING

Permanent employees, regular employees or the directly employed work for an employer and are paid directly by that employer. Organizations that align their human capital with their business strategy have achieved both bottom line and strategic results. An organization that is equipped with quality and dedicated permanent staff has a greater chance of surviving and succeeding in the long run.

CONTRACT STAFFING

Contract staffing is when employees are hired to perform specific functions in a contractual relationship for a client company and for a defined period. Contract employees are hired based on the specific needs of the client company. Other common names for this are temporary employees, temps, temp to perm and short-term employees.

MARKETING STRATEGY CONSULTING

Our marketing consultant works with companies to create and implement marketing strategies. These strategies are centered on the core of the business and what services and products they offer. Our consultant helps create a detailed marketing plan, determine the marketing message, and identify the appropriate marketing mix to get the message out. They will then follow the plan through, and work to execute and implement the marketing strategy.

They will monitor results, tweak as necessary and ensure that the companies get the best results from their marketing efforts. Our marketing consultant will be skilled and knowledgeable in consumer behavior and marketing process.

This includes having the ability to identify the companies target market and position their product or service offering in a way that will interest consumers and make them want to buy.

Our Team will be able to not only think creatively but analytically. We are not only be creative but to be able to gain results from that creativity. Our Team often specializes in specific areas in marketing such as

- Online Marketing
- Social Media Marketing
- Copywriting
- Direct Response Marketing

Outsourcing to a marketing consultant allows a company to put more focus on product development and overall operations. Our Team can help to bring in specialized skills and expertise as well as provide an external perspective and viewpoint.

1.4 ABOUT THE STUDY:

The term "quality of work" refers to the good or bad quality of employees as a whole. The QWL program is another way for organizations to "accept their responsibility to create jobs and activities that are good for people and the well-being of the organization." Common elements of the QWL include - fair rewards, a focus on employee safety and job satisfaction, and participation in decision making. Much of the first QWL focused on additional work. In addition to improving business processes, QWL activities often focus on improving employee skills, reducing job stress, and improving management coordination stands for quality care, quality work, good pay and benefits, and a fun, challenging, and rewarding job.

Significant local and international competition makes organizations more profitable. Operations managers and HR departments are responding to this challenge by finding new ways to increase productivity. Some strategies rely majorly on new investments and technologies. Beyond these organizations, focus on finding changes in employee relations and practices.

THE CONCEPT OF QUALITY OF WORKLIFE:

A Good quality of working life is defined as 'the relationship between the employee and the working environment as a whole'. It seeks to create the following conditions in organizations:

- Promotes learning and personal growth
- Gives people influence and control over what they do and do
- Allows self-motivation and self-efficacy to lead to self-actualization and self-efficacy.

From another perspective, it means quality of life at work, monitoring the impact of work on people, and solving organizational problems and making decisions. It is also seen as a method in business organization that leads to the active participation of members at all levels in determining the content, method and results.

Quality of work life is a general expression of how a person feels about all aspects of work, including financial rewards and benefits, safety, performance, organization and relationships, and their importance in personal life.

It is a process that involves them in decisions that affect their working lives, and the difference is that their goals are not external, production and productivity oriented, but internal, related to what employees personally see. The goal of realization and self-development belongs to them.

In 1979, the American Institute of Education and Development established the Quality Work Working Group, which defines the concept of quality work life as follows: quality of life is the organizational work process that engages members at all levels. a value-added method to make the organization effective and improve the working life quality or working environment of employees) determine the quality of work life Job

- ★ Adequate and fair remuneration
- ★ Safety and environmental health
- ★ Human capacity building
- ★ Development and security
- ★ Law (employee rights)
- ★ Work life balance (work balances personal life, including the need for fun.)
- ★ Social Compliance (i.e. playing a role in society)
- ★ Entertainment at Work
- ★ Overall, Quality of Life is work related
- ★ Job Satisfaction, Activity Business People or Personal Organizations
- ★ OD Program

Good Work Life therefore depends on the individual and the conditions of interaction. (human-organization integration). This means that the basic strategy of increasing the quality of work life is to first identify and try to meet the basic needs of people through work experience. It deals specifically with both the personal (meaningful) and external (objective) aspects of work-related work in the Indian workplace.

Quality of life in the workplace provides a valuable foundation that leads to the effective functioning of micro-organizations through the use and realization of human potential and a social system for organizational change.

1.5 NEED FOR THE STUDY

One reason for the problem is that employees themselves are changing. They are educated, wealthy and independent. Instead of making a living, they began to seek higher needs. The main purpose of improving the quality of work life is to change the work environment so that the work environment that people create together can lead to a better work environment. It focuses on the problem of creating a human work environment in which employees collaborate and contribute to the goals of the organization - the hallmarks of a good life at work are work engagement, job satisfaction and productivity. Business owners now have two reasons to design businesses and organizations to make QWL better:

- Classic design had not begun to focus enough on human needs.
- Employees' needs and wants are changing.

1.6 OBJECTIVE OF THE STUDY

- To find the factors affecting the Quality of Work Life of the employees working at EPK Groups.
- To find out the factors affecting compensation at EPK Groups.
- To detect the obstacles of employee participation within the company.
- To study the level of satisfaction gets from Quality of Work Life at EPK Groups.
- To evaluate employee's opinion about working condition and welfare facilities.
- To determine the factors affecting the promotion and career plan of the employees at EPK Groups.
- To evaluate the grievance handling and motivational techniques of EPK Groups.
- To suggest suitable measures for maintaining and improving Quality of Work Life.

1.7 SCOPE OF THE STUDY:

This study will deepen the understanding of work life quality in organizations. It will show many factors affecting the quality of work life and how satisfied the employees are with these conditions. The outcome of this study can be used to increase employee engagement, motivation and participation in the effective running of the organization. These findings will allow managers to identify what needs to be done as employee benefits to meet employee needs and demand their full commitment. Organizations looking to create and maintain motivation and performance will find the findings of this study helpful.

1.8 LIMITATION OF THE STUDY

- Inaccuracy of data: The study is based on the data collected from the employees through questionnaires and some employees may not take the questionnaire seriously.
- The findings and inferences drawn out of the total sample reflects only the existing trends in the organization.
- Confidential Information: Certain kinds of information could not be collected from the company which the management considered as confidential.
- There's been an inability to relate the theory and the findings perfectly.
- Language Barrier: We could not interact with employees at all levels of the company due to a language barrier.

1.9 ADVANTAGES OF THE STUDY

- Studying Quality of Work Life (QWL) improves Employee Well-being which can help identify the factors that impact employees' mental, physical, and emotional well-being. This knowledge can be used to create better work environments, reduce stress, and increase job satisfaction.
- A positive QWL can lead to increased job satisfaction and motivation, which in turn can improve productivity. Employees who feel valued and supported are more likely to put in their best effort and achieve better results. Therefore, productivity is increased.
- By understanding what factors contribute to employee satisfaction, employers can create a work environment that is conducive to employee retention. This can lead to reduced absenteeism and turnover, which can save organizations significant amounts of time and money.
- A positive QWL can have a significant impact on an organization's overall performance. By creating a work environment that supports employee well-being and satisfaction, organizations can improve their brand reputation, attract top talent, and increase their bottom line. Hence this help to enhance Organizational Performance:
- A focus on QWL can foster better relationships between employees and management. By understanding employees' needs and addressing them proactively, organizations can build trust and respect, which can lead to more open communication and collaboration. Therefore, it improves Employee Relations in the organization.

1.10 PROBLEM STATEMENT

- Despite the growing awareness of the importance of Quality of Work Life (QWL) in enhancing employee well-being and organizational performance, there is a lack of comprehensive understanding between few employees at the workplace.
- This knowledge gap impedes the development of effective strategies and policies to improve QWL, leading to employee dissatisfaction on incentives, employee turnover, and reduced productivity.
- The compensation provided by the organization differs based on gender. Hence there is no equitable compensation for employees at the organization.
- The employees are stressed which may be the reason for the fall in productivity.
- The working environment and the company's infrastructure must be given attention.
- The employees feel that they are not recognized for their work and are not able to freely use their skills in their area which may demotivate the employees to work.
- Therefore, there is a need for further research and investigation to identify the key factors that contribute to QWL and their impact on employees' well-being and organizational performance.

CHAPTER - 2

REVIEW OF LITERATURE

HERZBERG AT AL (1959), thinks that distinction between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories. They used “Hygiene factors” and “Motivator factors” to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction.

GLASIER (1976), thinks that the term QWL means more than job security, good working conditions, adequate and fair compensation, more even than an equal employment opportunity.

DYER AND HOFFENBERG (1976), defines quality of work life in terms of the organization’s contributions to the economic and socio-psychological needs of those individuals actively engaged in furthering its goals.

RICHARD E WALTON (Harvard professor) (1973), has listed eight major conceptual categories in term of human needs and aspirations for the improvement of work life: “adequate and fair compensation, safety and healthy working conditions, immediate opportunity to use and develop human capacities, opportunities for continued growth and security, social integration in the work organization, work and the total life space and the social relevance of work”.

SEASHORE (1975), has pointed out that much of the research and theoretician in the quality of work life has been based primarily on the assumption that it is the individual's own personal satisfaction or dissatisfaction that defines the quality of his or her work rather than any objective criterion.

However due to individual differences in culture , social class , family rearing , education and personality, a wide range of human preferences exists and any assessment of improvements in the quality of work life would be especially subject to these differences in personal expectations. One man's meat may be another man's poison.

HACKMAN AND OLDHAM (1976), described psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.

TAYLOR (1979), more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including; individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. Taylor suggested that relevant Quality of working life concepts may vary according to organization and employee group.

WARR AND COLLEAGUES (1979), in an investigation of Quality of working life, considered a range 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. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

LAWLER (1982), defines Quality of Working Life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain.

MIRVIS AND LAWLER (1984), suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

ROBBINS (1989), defines QWL as “a process by which an organization responds to employees needs by developing mechanisms to allow them to share fully in making the decisions their design their lives at work”.

ELIZUR AND SHYE (1990), concluded that quality of work performance is affected by Quality of Life as well as Quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

BABA AND JAMAL (1991), they are described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

LOSCOCO & ROSCHELLE (1991), more recently, work-related stress and the relationship between work and non-work life domains have also been identified as factors that should conceptually be included in Quality of Working Life.

DANNA & GRIFFIN (1999), thinks Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being.

LAU (2000), studied on Quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and QWL. The results also indicated that QWL companies indeed enjoyed higher growth rates than those of S&P 500 companies, and their differences are statistically significant. On average, QWL Service companies have an average sales growth rate while the control group companies have below average.

SIRGY ET AL (2001), thinks that the main factors affecting the quality of working life; It has been determined that job, work environments need satisfaction, related attitude pattern-based need satisfaction, plus need satisfaction and organizational commitment are the needs satisfaction. They define quality of life at work as these basic needs through participation in the resources, activities, and results that occur in the workplace.

While Maslow's needs are thought to be related to the motivational model, such as health and safety, work and family, society, esteem, success, knowledge and beauty, the impact of bad work is negligible as the focus is on quality of life at work.

ELLIS AND POMPLI (2002), identified many factors that dissatisfied nurses with their work and working life: poor working environment, violence at home, work, inability to provide good care, good work and family, change work, lack of participation in the decision-making process, working alone, not being recognized, no relationship with supervisor/co-workers, conflict, no opportunity to learn new skills.

DAVID LEWIS ET AL (2001), studied the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff(33%). Data was gathered from the circulate questionnaire and the test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than male.

MD. ZOHURUL ISLAM ET AL (2006), investigated QWL and organization performance in Dhaka processing zone . The objective of research is QWL is hypothesized to directly or indirectly influenced organizational performance and identify the relation between QWL with OP = Organizational Performance QWL = Quality of Work Life JS = Employee Job Satisfaction WAGPOL = Company wage policy COMPOL = Company policy UNION = Union. The variables of the research used OP,JS, WP and UP. Simple random sampling method used for data collection and the test applied to data analysis was chi-square test and regression . Finding of the research showed QWL is not a significant relation with OP,union,wage,job satisfaction and company policy is highly significant with OP with the level of significant 5%. When dependent variable is job satisfaction then company policy,

QWL has a positive significant relationship with Job satisfaction. Variable Union policy has positive relation but no significance with JS QWL is related to Job Satisfaction. Organizational performance taken as a dependent variable then showed that QWL has no significant relationship with Organizational Performance.

LINDA K. JOHNSRUD (2006), studied Quality of faculty work life: the University of Hawaii to describe the changes in QWL from 1998 to now. The objective of the study was to find out the current level of satisfaction. Variables were used Relations with the department chair, campus service, community service, faculty relation, salary and demographic factor. The study included all 3,490 members of the UH faculty and /marks the first time that this survey was conducted entirely online and yielded 1,340 responses for a 38% return rate and to analyze the data T- test was used by the researcher. The result showed that salary was the main variable for satisfaction from 1998 to 2006. Faculty relations and community services are the most positive elements in faculty work life and other finding was campuses faculty are generally more satisfied than others.

SARAJI AND DARGAHI (2006), study explained QWL as a comprehensive, department wide program designed to improve employee satisfaction, strengthen workplace learning and help employees better manage, change and transition by conducting descriptive and analytical study.

CHE ROSE ET AL. (2006 A) , thinks that QWL programs will benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs.

J. GNANAYUDAM & AJANTHA DHARMASIRI (2008), studied Influence of quality of work life on organizational commitment by investigating the unsatisfactory level of commitment among workers in medium and large organizations in the apparel industry in Sri Lanka. A convenient sampling technique was adopted for the research. The sample size was limited to 87 workers and Pearson correlation used for data analysis. The result showed that QWL has a positively significant relation with the commitment and moderator effect of HRDC on the relationship between QWL and Commitment.

NORMAL AND DAUD (2010), investigated the relation between QWL and Organizational Commitment Amongst employees in Malaysian firms. The objective was to investigate the relationship between QWL and Organizational Commitment and to identify the extent of QWL of employees. Result of the research paper showed that participation of employees has positive relationship with affective, continuance and continuance commitment. Supervision, pay and benefits have also significant positive relationships with affective, normative and continuance commitment. Long relationships and cohesiveness among employees in the workplace will improve the sense of commitment.

W.N. THALANG ET AL (2010), studied quality of work life indicators as a corporate social responsibility of electrical and electronics private Organizations in Thailand. Objective of the research was to find out the quality of Work Life Indicators as a Corporate Social Responsibility. The result showed that QWL indicates perception for a more effective CSR, developing a good Quality of Work Life (QWL) is crucial.

HOSSEINI AND JORJATKI (2010), concluded that the career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment.

Which has its roots in staff and managers' attitude to the motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of social insurance employees in Tehran.

RETHINAM (2008), says QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life and also he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

T. AYESHA ET AL (2011), have worked on QWL among male and female employees of private commercial banks in Bangladesh to find out if there is any significant difference among male and female bank employee's perception over QWL issues. Finding of the research showed male employee's perception differs from female employees. It means management of banks are more concerned about the job design of the male employees. The second finding about perception said that male's perception is more positive compared female's employees except in terms of socialization.

B.ALIREZA ET AL (2011), researched on the Relationship between Quality of Work Life and Demographic Characteristics of Information Technology Staffs Relationship b/w QWL and demographic characteristics of IT staff with objective Measure the relation b/w QWL and demographics. Result showed there is no significant relation found between gender and QWL but positive significant relationship between IT staff and QWL, work experience and QWL and income and QWL.

D. CHITRA ET AL (2012), focused on Employees' Perception on Quality of Work Life and Job Satisfaction in manufacturing organization – an Empirical study. The objective was to find the perception of an employee's impact on Job satisfaction. Convenience sampling method was used for the data collection. The Findings showed that three QWL variables are significantly related to job-satisfaction and perception of employees towards QWL also directly related to Job satisfaction. There is no satisfaction towards other job-related aspects such as health care benefits, working environment, flexible work, relationship with peers and superiors.

CHANDRANSHU SINHA (2012) ,factors affecting quality of work life: Empirical Evidence From Indian Organizations. Sampling size was taken for this research was 100 employees and Career growth & development, Organizational Culture, emotional supervisory support, flexible work arrangement, employee motivation, Organizational commitment, job satisfaction, rewards and benefits and compensation used as a dimension of QWL. According to this research paper, the profit of a successful organization is not achieved at the expense incurred to the employee by the organization.

R. INDUMATHY ET AL (2012), studied quality of work life among workers with special reference to textile industry in Tripura district – a textile hub to find out the measurement adopted by the organization to improve the QWL. The research design was chosen as descriptive in nature. The result showed that there is no significant relationship between Total work experience and Salary, Gender and Overall job satisfaction. There is a significant relationship between Total work experience and Overall job satisfaction and between Educational qualification and Salary.

AYESHA T. (2012), evaluated the quality of work life of the faculty members of private universities in Bangladesh with the objective to investigate the factors affecting the overall perception of QWL. Results after the test showed dimensions are significantly correlated with QWL. There is high satisfaction in the female regarding QWL dimensions compared to male. Teaching experience of less than one year is more positive about their QWL and its related dimensions compared to experienced teachers.

S. MORTAZABI (2012), studied the Role of the Psychological Capital on Quality of Work Life and organization performance. Data was collected from nurses of four hospitals in which two hospitals were private and two hospitals were public. For data analysis researchers used scale means, reliability, and inter-scale correlations. One of the most important factors that plays a positive role is the Psychological Capital of human resource of that organization. Research shows that Psychological Capital is a more state-like factor than personality traits and QWL has positive and significant relation with organization performance.

MINA. P ET AL (2013), studied Relationship between self –esteem, organizational attachment and perceptions of QWL in Jahad-e-Keshavarzi Organization of Isfahan. The objective of the research was to find out the relationship between self-esteem, organizational attachment and perception of QWL. Findings showed a positive relationship between dimensions of Organizational Attachment and QWL. There is a Positive relationship between pillars of self-esteem and dimensions of QWL. Self-responsibility, integrity, fair pay with living purposefully, living consciously, self-acceptance, job security with purposefully are not correlated with each other. Self –esteem is correlated with organizational Attachment.

NOUSHIN KAMALI SAJJADET AL (2013), studied the relationship between QWL and Organizational Commitment due to this research researcher wanted to recognize the relationship between QWL and OC and its components. The methods used were random stratified sampling for data gathered. Researches gave the ranking of dependent and independent variable due to which social integration, cohesion and general space of life had most related with job-performance .fair and enough payment and growth opportunity and continuous security had least related with job-performance.

Salary and allowance have at least an effect on Organizational Commitment. Health and security,work conditions are the most important factors affecting OC. Development is not the least not important factor affecting OC.

ALOYS.N.K (2013), studied on working Environment Factors that Affect QWL among Attendants in Petrol Stations in Kitale Town in Kenya. The objective was to identify the working environment affecting QWL.. Findings showed a positive correlation between work environment and mode of QWL job enrichment, job rotation, autonomous,flexible working time,workgroups,career growth and development, relation with supervisor. The result showed that there is no significance relation between experience, career growth and development. There was the most significant relationship between work environment and organizational trust then physical environment. The relationship between colleagues and supervisor affects the work environment on QWL.

SEEMAARIF ET AL (2013), investigated QWL Model of teachers in private universities in Pakistan and the objective of this research was to find out the dimensions of QWL which affects the life and attitude of teachers at private universities and perception of QWL. The result showed low satisfaction with relationships in life (RLT), QWL and work life balance and value of work enhancing one's self esteem. After reading this paper's conclusion, it is clear that relationship in life and work life balance is the most influential variable for satisfaction.

Z. AMIN (2013), studied the Quality of Work Life in Indonesian Public Service Organizations to predict the role of Career Development and Personal Factor. Five hundred and ten questionnaires (including scales of Quality of work life and career development) were distributed among employees.

The result showed if the perception is positive towards career development it will increase the QWL. There is a significant relationship among career development and personal development with QWL. One thing also found about the perception of workers towards career development influenced by the interaction between the values, hopes and purposes of workers.

JEROME. S. (2013), studied on quality of work life of employees at Jeppiaar cement private Ltd. to find out the factors measured by QWL. 50 % respondents from 200 sample size respondents were selected from the workman categories so the researcher adopts the simple random sampling technique using the lottery method. Results showed that there is no significant relationship between education and QWL and no significant relation between the income and QWL. There is no significant relationship between the age of the respondents and their overall quality of work life and no significant relationship between the educational qualification of the respondents and their overall quality of work life.

G.S. SANDHYA NAIR (2013), a study on the effect of quality of work life on organizational citizenship behavior– with special reference to college teachers is thrissur district, kerala. It is a descriptive study and uses Inventory to collect required information. The sampling method used in this study is purposive sampling which means samples were selected by the researcher subjectively. T-test was used for the data analysis. The result showed that there is a significant difference in the effect of the QWL on the OCB between Men and Women.

The women reported to show higher levels of conscientiousness (Job dedication) when compared to men and another one is a significant relationship between the Quality of Work Life and Organisational Citizenship Behaviour based on Altruism(helping co-workers).

SORABSADRI& CONRAD GOVEAS (2013), studied sustainable quality of work life and job satisfaction among employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi- square used for the data analysis.

The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees' perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

ANAND PAWAR (2013), studied QWL and job satisfaction of employees in VTPS to find out the level of satisfaction among the employees with regard to various job related aspects.Non-probability sampling technique used to test the hypothesis and chi-square test has been used to find out the relationship between two variables. The result showed that there is dissatisfaction in the interpersonal relations between the cadre wise and no proper grievance handling procedure adopted among the employees which affect the job satisfaction.

K. R.NIA& MARYAM MALEKI (2013), studied on the relationship between quality of work life and organizational commitment of faculty members at Islamic Azad University under 127 faculty members with sample size of 97 subjects through random stratified sampling. Spearman's correlation coefficient, multiple correlation method, LISREL, Friedman Test was used for data analysis.

The T- statistic and Fisher statistic are applied to measure the demographic variables. Results showed that there is a positive relation between the QWL and organizational commitment. It means organization commitment is the result of high QWL.

H. MOHAMMADI & M.A.I.N. SHAHRABIB (2013), conducted research on the relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaires in likert scales format were distributed to all employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry. The results indicated that different working components have significantly influenced job satisfaction.

S.KHODADADI ET AL (2014), investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. The results of the study showed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

SUBASHINI RAMESH AND GAYATHRI BALASUBRAMANIAN (2015) presents an overview of the concept of quality of work life, its components, and its impact on employee well-being and organizational performance.

SHAMSUL HAQUE AND MOHAMMAD SHAMSUDDOHA (2015), explores the relationship between quality of work life and employee productivity, and identifies the factors that contribute to both.

MEENAKSHI SHARMA AND MONICA RANI (2016), highlights the factors that contribute to employees' quality of work life and job satisfaction, including work environment, job security, compensation, and work-life balance.

M. V. S. SREEDHAR AND S. KRISHNA (2016), analyzes the relationship between quality of work life and employee retention, and identifies the key factors that affect employee retention.

JOLANTA MAZUR AND SYLWIA BEDYŃSKA (2016), analyzes the relationship between quality of work life and organizational commitment and identifies the factors that contribute to both.

SITI NORAINI MD SALLEH ET AL. (2017), examines the relationship between quality of work life and employee performance and identifies the factors that contribute to both.

K. B. AZHARI ET AL. (2019) examines the relationship between quality of work life and job satisfaction among nurses and identifies the factors that contribute to both.

CHAPTER - 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN:

Research methods include a series of steps a researcher often uses when examining a research question and the rationale behind them. It aids the researcher to identify the factors affecting the quality of work life, through data and charts.

3.2 RESEARCH DESIGN:

It is essential for the conduct of data collection and analysis. The research design used in this study is explained in nature as it examines the existing conditions in the organization.

Descriptive research is also called statistical research. The main purpose of this type of research is to describe the data and characteristics of the thing being studied. The idea behind this type of research is to study frequencies, averages, and other mathematical calculations.

3.3 SAMPLING DESIGN:

SAMPLE FRAME

Employees from various departments of the organization

SAMPLE SIZE

The sample size taken for study is 120 employees conveniently selected from the total population.

3.4 SAMPLING TECHNIQUE

The population is selected to represent the whole universe. The selection of the population is called the sample. For this research, the researchers selected the samples by simple sampling.

Convenience sampling is a type of nonprobability sampling method that involves drawing a sample from a nearby portion of the population, that is, samples are chosen according to the researcher's convenience. The population sample was chosen because it was accessible and convenient.

3.5 DATA COLLECTION:

Primary data:

The primary data are those which are new, written for the first time and original. This project relied on the responses from staff members of EPK Groups. as primary data. To obtain this important information, data were gathered from employees in each department using well-structured questionnaires.

Secondary data:

The secondary data are those which had already been collected by other people and which have already been passed through the processes. The data is taken from the past study or analysis. In this study, secondary data were obtained from various sources like organization records, websites, magazines, books etc.

3.6 STRUCTURE OF QUESTIONNAIRE

A survey is defined as a research tool that includes questions or other types of questions designed to gather information from respondents. These are often a mix of closed and open-ended questions; Long questions allow respondents to express their thoughts.

A questionnaire is a set of questions often used for research purposes, such as qualitative or quantitative research. Questions may or may not be given as surveys, but surveys always have questions.

The questions in this document have a basic structure and some branch questions that do not limit the answers of the respondents. The questions are open ended and MCQs

Types of Questions in the Questionnaire

There could be multiple question types in a questionnaire. Some of the widely used types of questions are:

- **Open-Ended Questions:** Open-ended questions make it easy to gather good information in questions and allow respondents to respond with some limitations. This question is often used when it is necessary to verify the truth. This is the simplest survey.

- **Multiple-Choice Questions:** A multiple choice question is a type of closed question in which the respondent must choose one (multiple choice with one choice) or several (multiple choice multiple choice) answers from the choice list. It contains multiple choice questions, open-ended questions (questions), correct answers or multiple answers,

Questionnaire was divided into two sections.

- First part was designed to know the general information about the employees at EPK groups.
- The second part contains the employee 's opinion on Quality of work life
- ✓ Personal details (Demographic questions)
- ✓ Research related questions
- ✓ Likert scaling questions

3.7 HYPOTHESIS

1. Null hypothesis H0: There is no significant difference between gender and the compensation provided by the company

Alternate hypothesis H1: There is significant difference between gender and the compensation provided by the company

2. Null hypothesis H0: There is no significant difference between experience and the ability to maintain a healthy balance between work and personal life.

Alternate hypothesis H1: There is a significant difference between experience and the ability to maintain a healthy balance between work and personal life.

3. Null hypothesis H0: There is no healthy relationship between the superiors and the subordinates.

Alternate hypothesis H1: There is a healthy relationship between the superiors and the subordinates.

3.8 STATISTICAL TOOLS USED FOR DATA COLLECTION:

STATISTICAL TOOLS FOR ANALYSIS

The statistical tools used for analysis are:

- Simple percentage analysis method
- Chi square
- Correlation

TOOLS FOR ANALYSING DATA PRESENTATION

Charts (Column chart) and tables were used for analysis of data.

3.9 LIMITATION OF THE STUDY

- The study is confined to everyone nearby.
- The study is based upon the employees and their opinion on quality of work life at EPK groups.
- The data collected for the research is fully on primary data given by the respondents. There is a chance for personal bias. So, the accuracy is not true.
- Due to storage of time and other constraints, the study has been limited to 120 respondents only.

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

DATA ANALYSIS:

Data analysis is the study of analyzing raw data to make decisions about that data. Many ideas and methods of data analysis are incorporated into technologies and algorithms that process raw data for human consumption. Data analysis techniques can reveal trends and indicators that might otherwise be lost in big data. This information can be used to optimize the process to increase the overall efficiency of the business or system.

DATA INTERPRETATION:

Data interpretation refers to the use of data analysis methods to draw conclusions. Data interpretation gives meaning to data analysis and determines its meaning and meaning.

The importance of interpreting the data is obvious, so it must be done right. Data often comes from multiple sources and is often entered into the review process in a random order. Data analysis is often subjective.

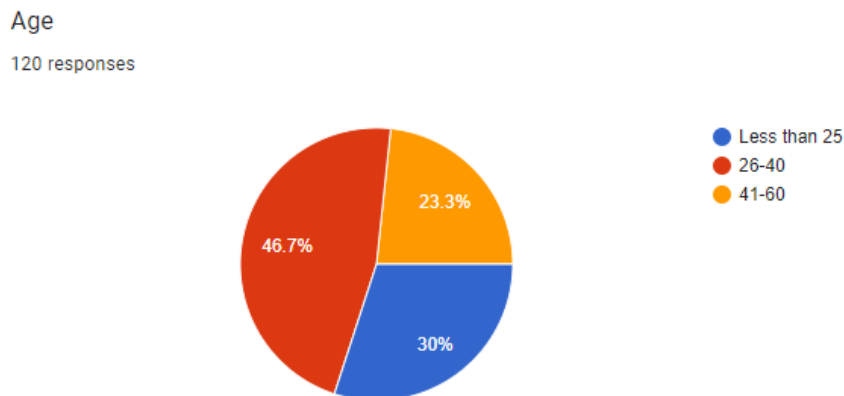
4.1 PERCENTAGE ANALYSIS

TABLE NO: 4.1.1. AGE OF EMPLOYEES

AGE GROUPS	NUMBER OF RESPONDENTS	PERCENTAGE
Less than 25	36	30%
26-40	56	46.7%
41-60	28	23.3%
TOTAL	120	100%

Source: Primary Data

CHART NO 4.1.1. AGE OF EMPLOYEES



INTERPRETATION

Table No.4.1.1 shows the age group of the respondents. As per the table it is clear that out of the 120 respondents, 30% of the employees were less than 25 years old. 46.7% were of the age 26-40 and 23.3% were of 41-60.

INFERENCE

Majority 46.7% of the employees were of the ages of 26-40.

TABLE NO: 4.1.2. GENDER OF THE EMPLOYEES

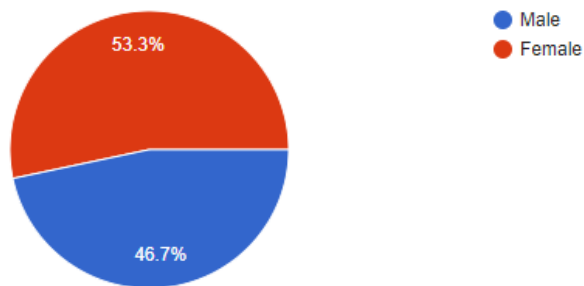
GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
MALE	56	46.7%
FEMALE	64	53.3%
TOTAL	120	100%

Source: Primary Data

CHART NO: 4.1.2.GENDER OF THE EMPLOYEES

Gender

120 responses



INTERPRETATION

Table No.4.1.2 shows the gender of the respondents. As per the table it is clear that out of the 120 respondents 46.7% of the respondents were female and 53.3% of the respondents were male.

INFERENCE

53.3% were Female employees & were dominant in the organization.

TABLE NO:4.1.3. EDUCATIONAL QUALIFICATION OF THE EMPLOYEES

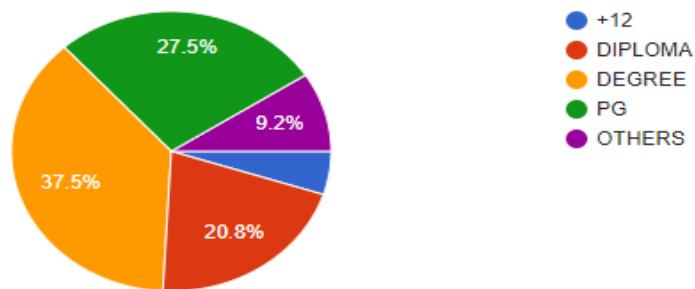
QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
Plus Two	6	5%
Diploma	25	20.8%
UG Degree	45	37.5%
PG	33	27.5%
Others	11	9.2%
Total	120	100%

Source: Primary Data

CHART NO:4.1.3. EDUCATIONAL QUALIFICATION OF THE EMPLOYEES

Educational qualification

120 responses



INTERPRETATION

Table No.4.1.3 shows the educational qualification of the respondents. As per the table out of the 120 respondents 5% of the employees were of the qualification of Plus Two and 20.8% were of Diploma ,37.5% were having the qualification of degree,27.5% were of PG and rest of them were having other qualification.

INFERENCE

Most of the employees were having the qualification of UG Degree.

TABLE NO: 4.1.4. EXPERIENCE OF THE EMPLOYEES

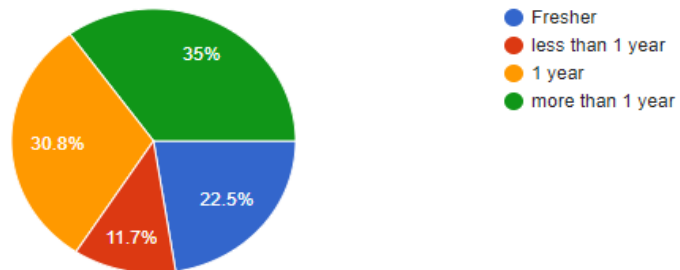
EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
Fresher	27	22.5%
less than 1 year	14	11.7%
1 year	37	30.8 %
More than 1 year	42	35 %
Total	120	100%

Source: Primary Data

CHART NO:4.1.4.EXPERIENCE OF THE EMPLOYEES

Experience

120 responses



INTERPRETATION

Table No.4.1.4 shows the experience of the respondents. As per the table out of the 120 respondents, 22.5% of the employees were fresher. 11.7% were having the experience less than 1 year, 30.8% were experienced for 1 year and the rest 35% were having an experience of more than a year.

INFERENCE

Majority 35% of employees were having an experience of more than 1 year.

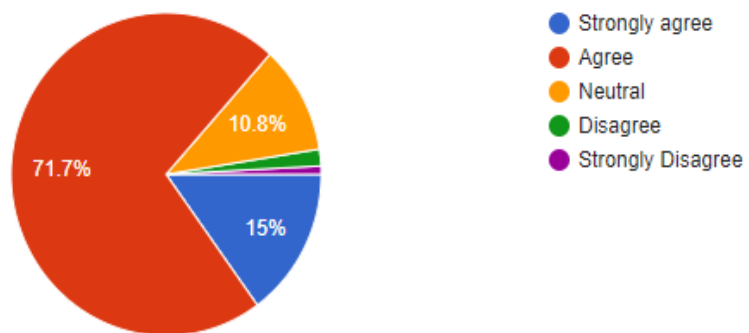
TABLE NO:4.1.5. COMPENSATION PROVIDED BY THE COMPANY

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	18	15%
Agree	86	71.7%
Neutral	13	10.8%
Disagree	2	1.7%
Strongly disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.5. COMPENSATION PROVIDED BY THE COMPANY

120 responses



INTERPRETATION

Table No.4.1.5 shows the opinion of employees about the compensation provided by the company. As per the table it is clear that out of the 120 respondents, 15% of the respondents strongly agreed that the organization provides them fair and equitable compensation. 71.7% agreed that the organization provides them fair compensation, 10.8% were neutral on fair compensation, 1.7% disagreed with the statement, and 0.8% strongly disagreed with the statement.

INFERENCE

Majority 86% of employees had agreed that organization provides them fair and equitable compensation.

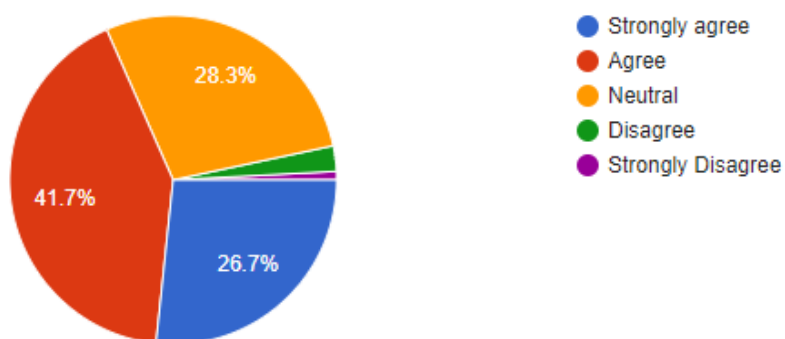
TABLE NO: 4.1.6. INCENTIVES PROVIDED BY THE COMPANY

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agree	32	26.7%
Agree	50	41.7%
Neutral	34	28.3%
Disagree	3	2.5%
Strongly Disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO:4.1.6: INCENTIVE PROVIDED BY THE COMPANY

120 responses



INTERPRETATION

Table No.4.1.6 shows the opinion of employees about the benefits received. As per the table it is clear that out of the 120 respondents, 26.7 %of the respondents Strongly agreed that they were satisfied with the benefits they receive.41.7 % agreed that they were satisfied with the benefits they get, 28.3% were neutral on the benefits they get, 2.5% disagreed to the satisfaction of benefits they receive and 0.8% strongly disagreed to the satisfaction level of benefits they receive.

INFERENCE

Majority 41.7% of the respondents were satisfied with the incentives they received.

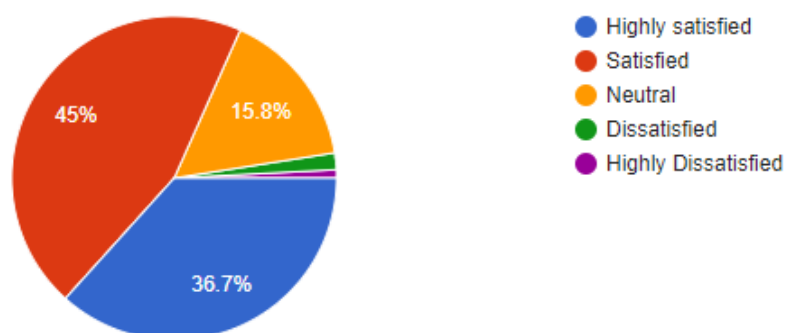
TABLE NO:4.1.7: HEALTHY BALANCES BETWEEN WORK AND PERSONAL LIFE

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	44	36.7%
Agree	54	45 %
Neutral	19	15.8%
Disagree	2	1.7%
Strongly disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO:4.1.7 HEALTHY BALANCES BETWEEN WORK AND PERSONAL LIFE

120 responses



INTERPRETATION

Table No.4.1.7 shows the opinion of employees about healthy balance between work and personal life provided by the company. As per the table out of the 120 respondents, 36.7% of the employees strongly agree that they can maintain a healthy balance between work and personal life. 45% of employees agree that they are able to maintain a healthy balance between work and personal life. 15.8% of employees chose to be neutral for the statement. 1.7% disagree to the statement. 0.8% strongly disagreed to the statement that they are able to maintain a healthy balance between work and personal life.

INFERENCE

45% of Employees had the agreed that they can maintain a healthy balance between work and personal life.

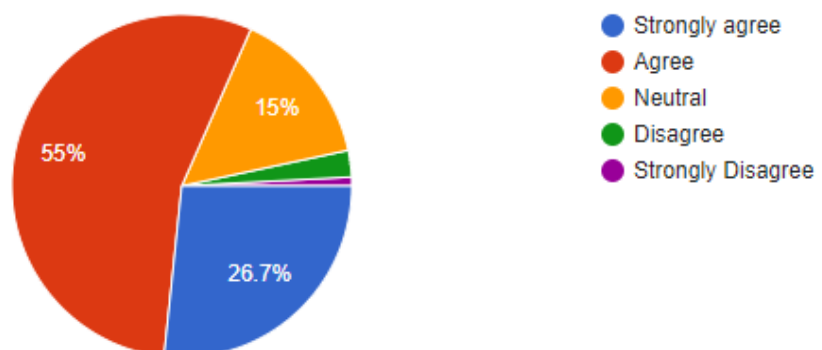
TABLE NO: 4.1.8 WELFARE ACTIVITIES IN THE ORGANIZATION

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	32	26.7%
Agree	66	55%
Neutral	18	15%
Disagree	3	2.5%
Strongly disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.8 WELFARE ACTIVITIES IN THE ORGANIZATION

120 responses



INTERPRETATION

Table No.4.1.8 shows the opinion of employees about welfare activities of the employees. As per the table out of the 120 respondents, 26.7% of the respondents strongly agreed with the statement that the supervisor is concerned about the welfare activities of the employees. 55% agreed with the statement, 15% chose to be neutral, 2.5% disagreed to the statement and 5% strongly disagreed to the statement.

INFERENCE

Majority 55% of the respondents agreed with the statement that the supervisor is concerned about the welfare activities of the employees.

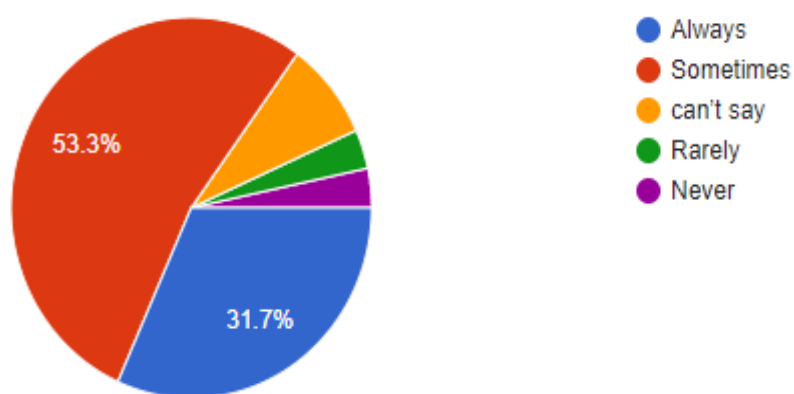
TABLE NO: 4.1.9: CHANCE TO PARTICIPATE IN MANAGEMENT DECISION MAKING

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Always	38	31.7%
Sometimes	64	53.3%
Can't say	10	8.3%
Rarely	4	3.3%
Never	4	3.3%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.9 CHANCE TO PARTICIPATE IN MANAGEMENT DECISION MAKING

120 responses



INTERPRETATION

Table No.4.1.9 shows the opinion of employees about their chance to participate in management decision making. As per the table out of the 120 respondents, 31.7 %of the employees responded that they always get a chance to participate in management decision making. 53.3%have an opinion that sometimes they get a chance to participate in management decision making.,8.3% chose to be neutral to the statement, 3.3% said that they rarely get a chance to participate in management decision making.3.3%said that they never get a chance to participate in management decision making .

INFERENCE

Majority 53.3% of employees responded that sometimes they get chance to participate in management decision making.

TABLE NO:4.1.10 ACCEPTANCE OF SUGGESTIONS GIVEN BY THE EMPLOYEE

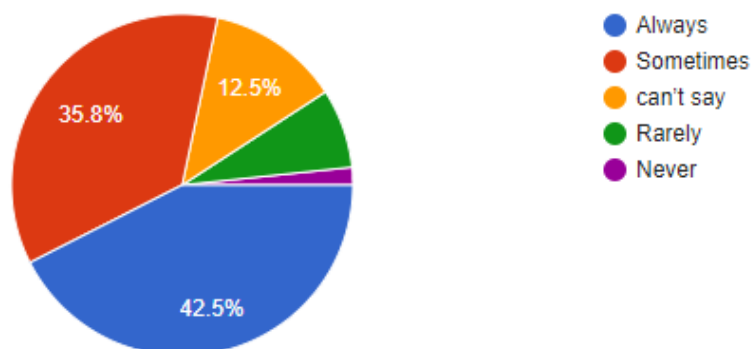
RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Always	51	42.5%
Sometimes	43	35.8%
Can't say	15	12.5%
Rarely	9	7.5%
Never	2	1.7%
Total	120	100%

Source: Primary Data

CHART NO:4.1.10: ACCEPTANCE OF SUGGESTIONS GIVEN BY THE EMPLOYEES

Does your organization value the suggestion?

120 responses



INTERPRETATION

Table No.4.1.10 shows the opinion of employees about acceptance of suggestion given by the employees their chance to participate in management decision making. As per the table it is clear that out of the 120 respondents, 42.5% of the respondents strongly agreed with the statement that the organization always value the suggestion of employees. 35.8% agreed that organizations value the suggestion of employees sometimes, 12.5% felt Neutralized about their opinion, 7.5% have an opinion that the organization value the suggestion of employees rarely and 1.7% said that the organization never value their suggestion.

INFERENCE

Majority 42.5% of the respondents agreed with the statement that the organization always value their suggestion.

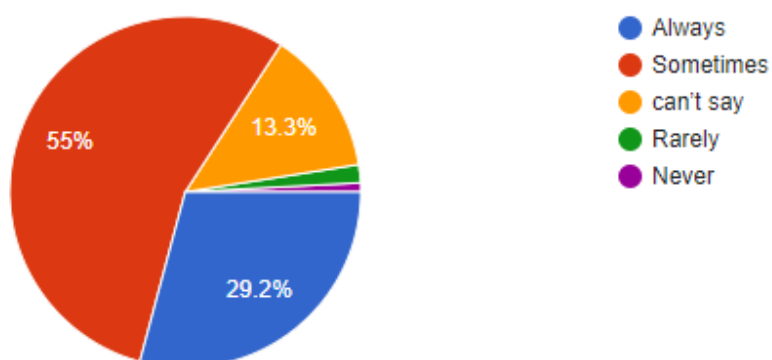
TABLE NO:4.1.11: EMPLOYEE'S ABILITY TO COPE WITH WORKPLACE STRESS

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Always	35	29.2%
Sometimes	66	55%
Can't Say	16	13.3%
Rarely	2	1.7%
Never	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO:4.1.11: EMPLOYEE'S ABILITY TO COPE WITH WORKPLACE STRESS

120 responses



INTERPRETATION

Table No.4.1.11 shows the opinion of employees about their ability to cope with the workplace stress. As per the table out of the 120 respondents, 29.2 %of the employees responded that they can always cope up with their workplace stress. 55% said that they can cope up with stress sometimes, 13.3% felt neutralized about the statement, 1.7% have an opinion that they can rarely cope up with workplace stress and 0.8% said that they never could cope up with workplace stress.

INFERENCE

55% of Employees in the organization were able to cope with their workplace stress sometimes.

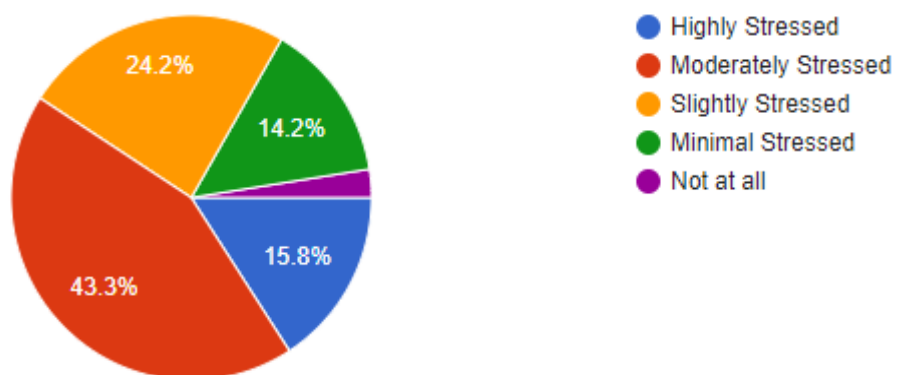
TABLE NO: 4.1.12: INTENSITY OF STRESS ON THE JOB

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Highly stressed	19	15.8%
Moderately stressed	52	43.3%
Slightly stressed	29	24.2%
Minimal stressed	17	14.2%
Not Stressed	3	2.5%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.12. INTENSITY OF STRESS ON THE JOB

120 responses



INTERPRETATION

Table No.4.1.12 shows the opinion of employees about intensity of stress on the job. As per the table it is clear that out of the 120 respondents, 15.8 % of the employees responded that they are highly stressed with the job. 43.3% is moderately stressed. 24.2% is slightly stressed, 14.2% of the employees are minimally stressed and 2.5% are not stressed.

INFERENCE

Majority 43.3% of the employees responded that they are moderately stressed with the job.

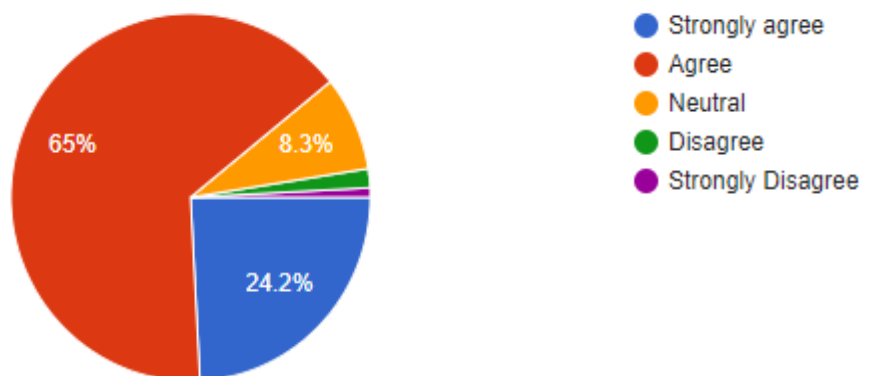
TABLE NO:4.1.13: OPINION OF EMPLOYEES ABOUT THEIR RELATIONSHIP WITH SUPERIORS.

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly Agree	29	24.2%
Agree	78	65 %
Neutral	10	8.3%
Disagree	2	1.7%
Strongly Disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.13 OPINION OF EMPLOYEES ABOUT THEIR RELATIONSHIP WITH SUPERIORS.

120 responses



INTERPRETATION

Table No.4.1.13 shows the opinion of employees about their relationship with superiors. As per the table out of the 120 respondents 24.2% of the respondents strongly agreed that they were satisfied with their relationship with superiors, 65% of the respondents agreed that they were satisfied with their relationship with superiors, 8.3% chose to be neutral, 1.7% disagreed to the statement and 0.8% Strongly disagreed.

INFERENCE

Majority 65% of the employees agreed that they are satisfied with their relationship with superiors.

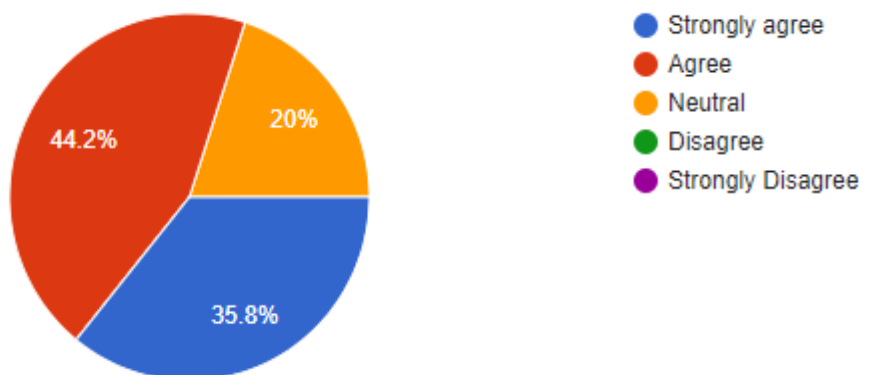
TABLE NO: 4.1.14 OPINION OF EMPLOYEES ABOUT THEIR RELATIONSHIP WITH SUBORDINATES

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	43	35.8%
Agree	54	44.2%
Neutral	24	20%
Disagree	0	0%
Strongly disagree	0	0%
Total	120	100%

Source: Primary Data

CHART NO:4.1.14 OPINION OF EMPLOYEES ABOUT THEIR RELATIONSHIP WITH SUBORDINATES

120 responses



INTERPRETATION

Table No.4.1.14 shows the opinion of employees about their relationship with superiors. As per the table it is clear that out of the 120 respondents, 35.8% of the respondents strongly agree that they are satisfied with their relationship with subordinates. 44.2% agree that they are satisfied with the relationship with subordinates. 20% of the respondents chose to be neutral. 0% of the respondents disagreed and strongly disagreed to the statement.

INFERENCE

44.2% of the employees agreed that they are satisfied with their relationship with subordinates.

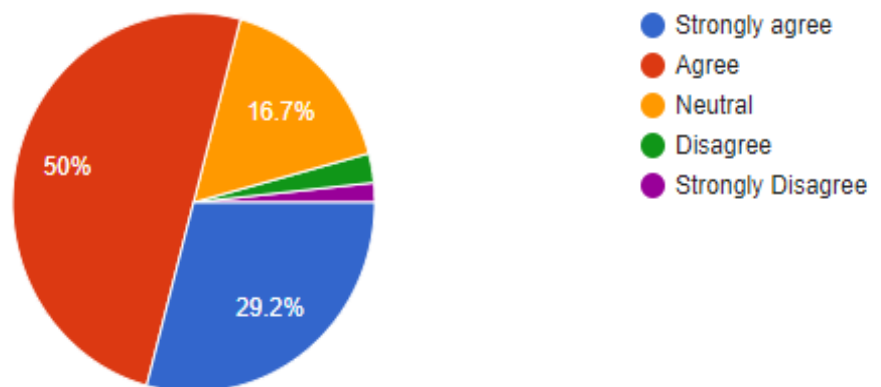
TABLE NO: 4.1.15 EMPLOYEE'S OPINION ON ORGANIZATIONAL PROMOTIONAL POLICY

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	35	29.2%
Argee	60	50%
Neutral	20	16.7%
Disagree	3	2.5%
Strongly disagree	2	1.7%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.15 EMPLOYEE'S OPINION ON ORGANIZATIONAL PROMOTIONAL POLICY

120 responses



INTERPRETATION

Table No.4.1.15 shows the opinion of employees about the organizational promotional policy. As per the table out of the 120 respondents, 29.2% of the respondents strongly agreed that they are satisfied with the organizational promotional policy. 50% agreed that they are satisfied with the policy. 16.7% chose to be neutralized. 2.5% of the employees disagreed with promotional policy and 1.7% of the employees strongly disagreed with the promotional policy.

INFERENCE

Majority 50% of the employees agreed that they are satisfied with the organizational promotional policy.

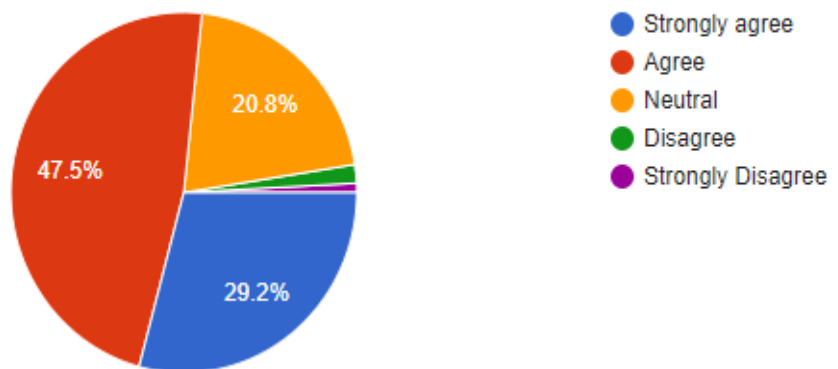
TABLE NO: 4.1.16 OPPORTUNITY FOR EMPLOYEE'S CAREER AND DEVELOPMENT IN THE ORGANIZATION

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	35	29.2%
Agree	57	47.5%
Neutral	25	20.8%
Disagree	2	1.7%
Strongly disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.16 OPPORTUNITY FOR EMPLOYEE'S CAREER AND DEVELOPMENT IN THE ORGANIZATION

120 responses



INTERPRETATION

Table No.4.1.16 shows the opinion of employees about the opportunity for their career and development in the organization. As per the table out of the 120 respondents, 29.2 % of the respondents strongly agreed that the company provides opportunity for career and development .47.5% agreed that the company provides opportunity for career and development, 20.8% of the employees chose to be neutral to the statement, 1.7% disagreed that agreed that the company provides opportunity for career and development and 0.8% strongly disagreed with the statement.

INFERENCE

Majority 47.5% of the respondents agreed that the company provides opportunity for career and development.

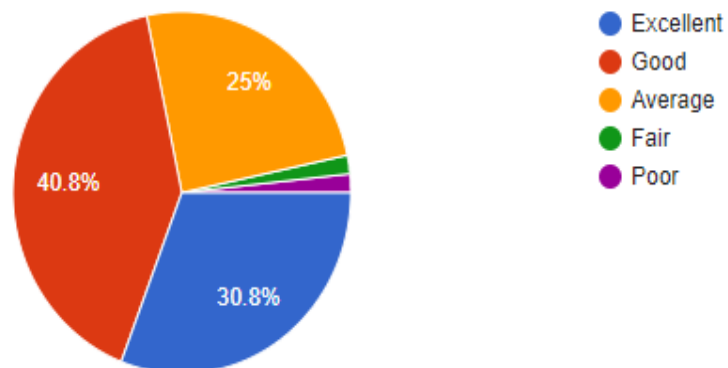
TABLE NO: 4.1.17 WORKING ENVIRONMENT OF THE COMPANY

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Excellent	37	30.8%
Good	49	40.8%
Average	30	25%
Fair	2	1.7%
Poor	2	1.7%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.17 WORKING ENVIRONMENT OF THE COMPANY

120 responses



INTERPRETATION

Table No.4.1.17 shows the opinion of employees about the opportunity for their career and development in the organization. As per the table out of the 120 respondents. 30.8% of the employees feel that the working environment of the company is excellent., 40.8% have an opinion that working environment of the company is good. 25% feel that average and 1.7% feel that fair and 1.7% feel poor working environment exist company.

INFERENCE

40.8% of employees' opinion about the working environment was good.

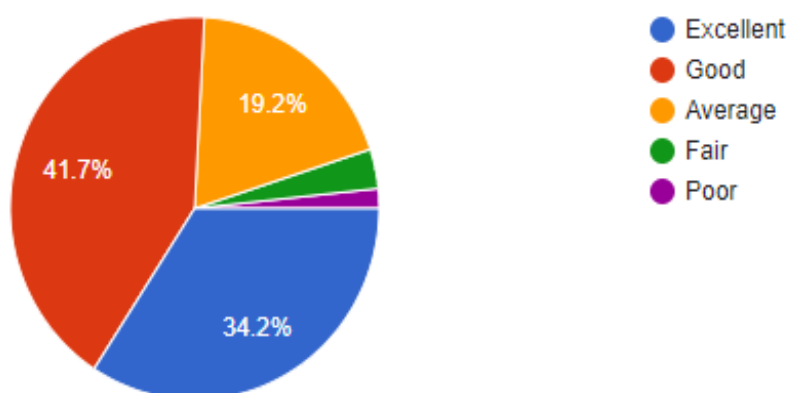
TABLE NO:4.1.18 INFRASTRUCTURE PROVIDED BY THE COMPANY

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Excellent	41	34.2%
Good	50	41.7%
Average	23	19.2%
Fair	4	3.3%
Poor	2	1.7%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.18 INFRASTRUCTURE PROVIDED BY THE COMPANY

120 responses



INTERPRETATION

Table No.4.1.18 shows the opinion of employees about the infrastructure provided by the organization. As per the table out of the 120 respondents. 34.2% of the employees feel that the infrastructure provided by the organization is excellent.,41.7 % have an opinion that infrastructure provided by the organization is good.25% feel that average and 1.7% feel that fair and 1.7% feel poor infrastructure is provided by the organization.

INFERENCE

41.7% of employees feel that the infrastructure provided by the organization is good.

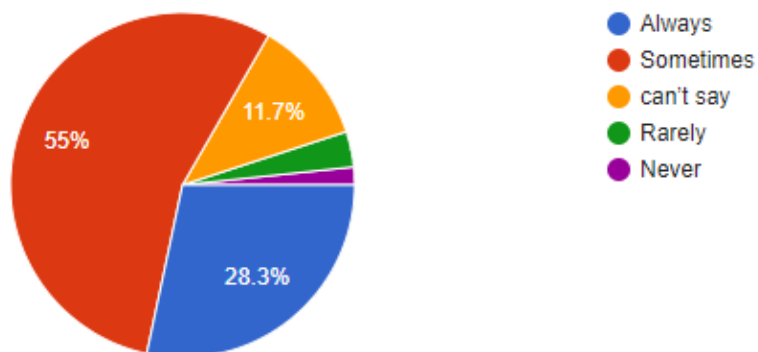
TABLE NO: 4.1.19: OPINION OF EMPLOYEES ABOUT THE GRIEVANCE REDRESSAL SYSTEM

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Always	34	28.3%
Sometimes	66	55%
Can't say	14	11.7%
Rarely	4	3.3%
Never	2	1.7%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.19 OPINION OF EMPLOYEES ABOUT THE GRIEVANCE REDRESSAL SYSTEM

120 responses



INTERPRETATION

Table No.4.1.19 shows the opinion of employees about the grievance redressal system of the company. As per the table out of the 120 respondents, 28.3 % of the employees responded that they always have the grievance redressal system able to deliver acceptable solutions to their problem. 55% have an opinion that sometimes they have the grievance redressal system able to deliver acceptable solutions to their problem, 11.7% chose to be neutral to the statement, 3.3% said that they rarely get a chance to solve their problem through grievance redressal systems. 1.7% said that they never get a chance to solve their problem through grievance redressal systems.

INFERENCE

Majority 55% of employees have an opinion that sometimes they have the grievance redressal system are able to deliver acceptable solutions to their problem.

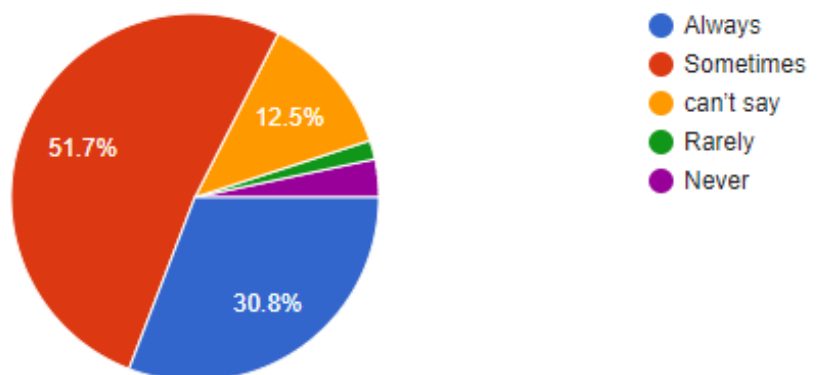
TABLE NO: 4.1.20 EMPLOYEES COMMUNICATING THEIR NEEDS TO THE SUPERIOR

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Always	37	30.8%
Sometimes	62	51.7%
Can't say	15	12.5%
Rarely	2	1.7%
Never	4	3.3%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.20 EMPLOYEES ABOUT COMMUNICATING THEIR NEEDS TO THE SUPERIOR

120 responses



INTERPRETATION

Table No.4.1.20 shows the opinion of employees about communicating their needs to their superior. As per the table out of the 120 respondents, 30.8% of the employees responded that they always communicate their needs to their superior.51.7% have an opinion that sometimes they communicate their needs to their superior,12.5% chose to be neutral to the statement, 1.7% said that they rarely communicate their needs to their superior.3.3% said that they never get a chance to communicate their needs to their superior.

INFERENCE

51.7% of employees feel that sometimes they communicate their needs to their superior.

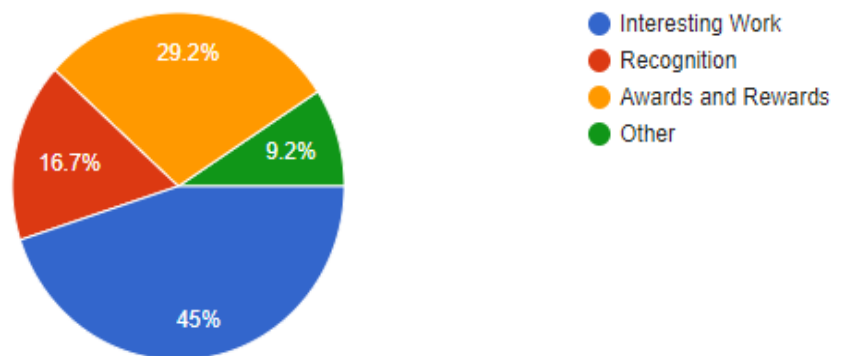
TABLE NO: 4.1.21 FACTORS MOTIVATING THE EMPLOYEES TO WORK

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Interesting Work	54	45%
Recognition	20	16.7%
Awards and Rewards	35	29.2%
Others	11	9.2%
Total	120	100%

Source: Primary Data

CHART NO:4.1.21 FACTORS MOTIVATING THE EMPLOYEES TO WORK

120 responses



INTERPRETATION

Table No.4.1.21 shows the opinion of employees on factors motivating them to work. As per the table out of the 120 respondents, 45% of the employees responded that interesting work motivates them to work. 16.7% of the employees responded that recognition motivates them to work, 29.2% of the employees responded that Awards and rewards motivates them to work. 9.2% of the employees responded that other factors motivates them to work.

INFERENCE

Majority of 45% of employees responded that interesting work motivates them to work.

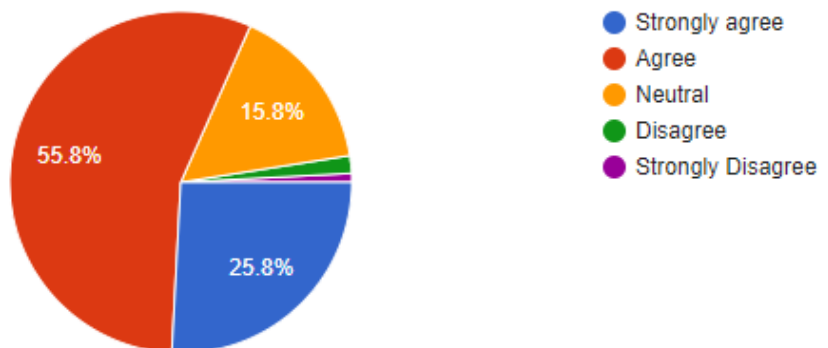
TABLE NO: 4.1.22 ACCEPTANCE OF EMPLOYEES ON SUGGESTION BY THEIR SUPERIOR

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	31	25.8%
Agree	67	55.8%
Neutral	19	15.8%
Disagree	2	1.7%
Strongly disagree	1	0.8%
Total	120	100

Source: Primary Data

CHART NO: 4.1.22 ACCEPTANCE OF EMPLOYEES ON SUGGESTION BY THEIR SUPERIOR

120 responses



INTERPRETATION

Table No.4.1.22 shows the opinion of employees on suggestion given by them are accepted and motivated by the superior. As per the table out of the 120 respondents, 25.8 % of the respondents strongly agreed that the suggestions given by them are accepted and motivated by the superior. 55.8% agreed that the suggestions given by them are accepted and motivated by the superior, 15.8% of the employees chose to be neutral to the statement, 1.7% disagreed that the suggestions given by them are accepted and motivated by the superior and 0.8% strongly disagreed with the statement.

INFERENCE

Majority 55.8% of employees agreed that the suggestions given by them are accepted and motivated by the superior.

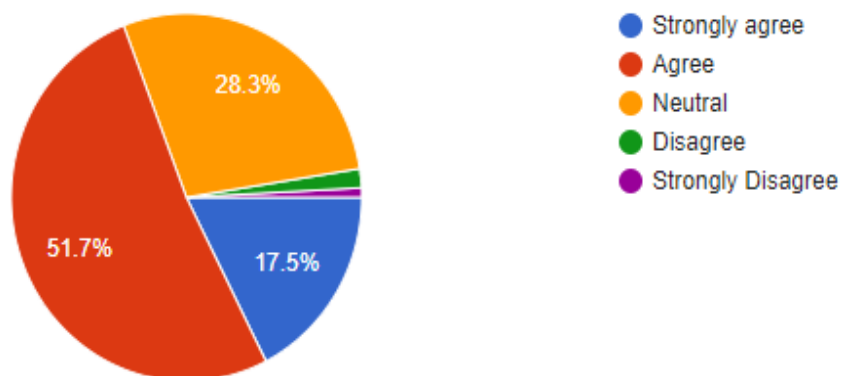
TABLE NO: 4.1.23 FREEDOM FOR EMPLOYEES TO USE THEIR SKILLS IN THEIR AREA OF JOB

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly agree	21	17.5%
Agree	62	51.7%
Neutral	34	28.3%
Disagree	2	1.7%
Strongly disagree	1	0.8%
Total	120	100%

Source: Primary Data

CHART NO: 4.1.23 FREEDOM FOR EMPLOYEES TO USE THEIR SKILLS IN THEIR AREA OF JOB

120 responses



INTERPRETATION

Table No.4.1.23 shows the opinion of employees on their freedom to use their skills in their area of job. As per the table out of the 120 respondents, 17.5 % of the respondents strongly agreed that the company provides freedom to use their skills in their area of job. 51.7% agreed that the company provides freedom to use their skills in their area of job, 28.3% of the employees chose to be neutral to the statement, 1.7% disagreed that the company provides freedom to use their skills in their area of job and 0.8% strongly disagreed with the statement.

INFERENCE

51.7% of employees agreed that company provides freedom to use their skills in their area of job.

4.2 CHI-SQUARE TEST

The chi-square test is used to determine whether there is a significant difference between expected and observed frequencies in one or more groups. Is the number of people or objects in each category different from what you expected? Is the expected and observed difference due to sampling error or is the difference real? Chi-square is a non-parametric test of significance in a bivariate table statistical analysis (also known as an interaction test). A well-executed significance test will give you an idea of how confident you are in accepting or rejecting the hypothesis. The chi-square analysis also shows the association between the 2 variables. The chi-square formula used is:

$$X^2 = \sum \frac{(O - E)^2}{E} \text{ where}$$

E

O is the Observed Frequency in each category.

E is the Expected Frequency in the corresponding category

df is the "degree of freedom" = (r-1)(c-1)

X² is Chi Square.

TABLE NO:4.2.1 RELATIONSHIP BETWEEN GENDER AND THE COMPENSATION PROVIDED BY THE COMPANY

(Gender*compensation provided by the organization)

GENDER*	COMPENSATION Cross tabulation					
Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Female	9	42	10	2	1	64
Male	8	44	3	1	0	56
Total	17	86	13	3	1	120

Chi-square	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	127.363 ^a	10	.000
Likelihood Ratio	19.231	10	.037
N of valid Cases	120		

Source: Primary Data

Hypothesis

Null hypothesis H0: There is no significant difference between gender and the compensation provided by the company

Alternate hypothesis H1: There is significant difference between gender and the compensation provided by the company.

Level of Significance:

Level of significance is fixed at 1%

Test Statistics

Pearson Chi-Square value =127.363^a

Degree of Freedom =10

INFERENCE

From the above test performed, degrees of freedom is 10. The p-value is 0.00 which is lesser than alpha value 0.01. Pearson's chi-square value confirms that there is association between gender and compensation in the organization. Therefore, Null hypothesis is rejected whereas the alternate hypothesis is accepted. It can be interpreted that there is significant difference between gender and the compensation provided by the company.

TABLE NO:4.2.2 RELATIONSHIP BETWEEN EXPERIENCE AND THE ABILITY TO MAINTAIN A HEALTHY BALANCE BETWEEN WORK AND PERSONAL LIFE

(Experience*ability of employees to maintain a healthy balance between work and personal life)

EXPERIENCE*	WORK LIFE BALANCE Cross tabulation					
Experience	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Fresher	8	9	8	1	1	27
Less than 1 year	2	9	3	0	0	14
1 year	14	19	3	1	0	37
More than 1 year	20	17	5	0	0	42
Total	44	54	19	2	1	120

Chi-square	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.776 ^a	12	.048
Likelihood Ratio	17.110	12	.075
N of valid Cases	120		

Source: Primary Data

Hypothesis

Null hypothesis H0: There is no significant difference between experience and the ability to maintain a healthy balance between work and personal life

Alternate hypothesis H1: There is significant difference between experience and the ability to maintain a healthy balance between work and personal life

Level of Significance

Level of significance is fixed at 5%

Test Statistics

Pearson Chi-Square value = 16.776^a

Degree of Freedom = 12

INFERENCE

From the above test statistics, degree of freedom is 12, The p-value is 0.48 which is lesser than alpha value 0.05 . Pearson's chi-square value confirms that there is association between gender and compensation in the organization. Therefore, Null hypothesis is rejected whereas the alternate hypothesis is accepted. It can be interpreted that there is no significant difference between experience and the ability to maintain a healthy balance between work and personal life.

4.3 CORRELATION:

Correlation refers to the statistical relationship between two variables. It measures the degree to which two variables are related or how they co-vary. Correlation is often expressed as a correlation coefficient, which is a number between -1 and 1 that represents the strength and direction of the relationship between the variables.

A positive correlation means that as one variable increases, the other variable also tends to increase, while a negative correlation means that as one variable increases, the other variable tends to decrease. A correlation coefficient of 0 indicates no correlation between the variables.

TABLE NO 4.3.1 SHOWING THE EMPLOYEE RELATIONSHIP BETWEEN SUPERIORS AND SUBORDINATES

	Correlation	Superior	Subordinates
Superior	Pearson correlation	1	.897*
	Sig. (2-tailed)		.002
	N	120	120
Subordinates	Pearson correlation	.897*	1
	Sig. (2-tailed)	.002	
	N	120	120

Hypothesis

Null hypothesis H0: There is no healthy relationship between the superiors and the subordinates.

Alternate hypothesis H1: There is a healthy relationship between the superiors and the subordinates.

INFERENCE

From the above table, the value of Pearson correlation is rounded to 1. “1” represents positive correlation. So null hypothesis is rejected, and alternative hypothesis is accepted. Therefore, there is a healthy relationship between the superiors and the subordinates is positively correlated.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- Majority 46.7% of the employees were of the **age 26-40**
- **53.3% were Female** employees & were dominant in the organisation
- Most of the employees were having the qualification of **UG Degree**
- Majority 35% of employees were having an experience **more of 1year**.
- Majority 86% of employees had agreed that organization provides them **fair and equitable compensation**.
- Majority 41.7% of the respondents were **satisfied with the incentives they receive**.
- 45% of Employees had the **agreed** that they can maintain a **healthy balance between work and personal life**.
- Majority 55% of the respondents **agreed** with the statement that the **supervisor is concerned about the welfare activities of the employees**.
- Majority 53.3% of employees responded that **sometimes they get chance to participate in management decision making**.
- Majority 42.5% of the respondents agreed with the statement that the **organization always value their suggestion**.
- 55% of Employees in the organization were **able to cope with their workplace stress sometimes**.
- Majority 43.3% of the employees responded that they are **moderately stressed with the job**.
- Majority 65% of the employees **agreed** that they are **satisfied with their relationship with superiors**.
- 44.2% of the employees **agreed** that they are **satisfied with their relationship with subordinates**.

- Majority 50% of the employees **agreed** that they are **satisfied with the organizational promotional policy**.
- Majority 47.5% of the respondents **agreed** that the company provides **opportunity for career and development**.
- 40.8% of employees' opinion about the **working environment was good**.
- 41.7% of employees feel that the **infrastructure provided by the organization is good**.
- Majority 55% of employees have an opinion that **sometimes they have the grievance redressal system** are able to deliver acceptable solutions to their problem.
- 51.7% of employees feel that **sometimes they communicate their needs to their superior**.
- Majority of 45% of employees responded that **interesting work motivates them to work**.
- Majority 55.8% of employees **agreed that the suggestions given by them are accepted and motivated by the superior**.
- 51.7% of employees **agreed that the company provides freedom to use their skills in their area of job**.

CHI SQUARE TEST

- There is significant difference between gender and the compensation provided by the company
- There is significant difference between experience and the ability to maintain a healthy balance between work and personal life

CORRELATION

- The relationship between the superiors and the subordinates is positively correlated.

5.2 SUGGESTION AND RECOMMENDATION

- The organization can take steps to improve the work environment in the organization by providing various infrastructures to the employees.
- To maintain a good work culture in the organization, superiors may try to support the employees in every part of the work.
- For making employees feel more relaxed, organizations can provide sufficient breaks to employees to release the stress of the employees.
- For making the employees more capable and effective, the management can give opportunities to utilize their skills and abilities. They can also consider the employees opinion in decision making.
- The grievance redressal system should be able to function immediately to maintain a peaceful work environment.
- The organization could focus on providing equitable compensation for male and female employees.
- The employees should be well recognized for their work. So, the organization can come up with ideas like best employee of the month or provide bonus if they have achieved more than their targets.

5.3 CONCLUSION

Quality of work life is the degree to which the work organization can meet the personal needs of its members through their experience in the organization. The main purpose of improving the quality of work life is to change the workplace in such a way that the human-technology and organization interface leads to a better working life. It focuses on the problem of creating a human work environment in which employees collaborate and contribute to the organization's goals.

As a result of the research, it has been seen that the quality of work in EPK GROUPS is good. Employees are quite satisfied with the current performance of the organization.

If the organization starts to value the employees more, the productivity will increase which leads to the growth of the organization. When employees are wholly satisfied, rate of employee turnover decreases, which automatically increases the retention rate. There are few suggestions from the outcome of this research which aids the organization in improving the quality of work life. Organizations can use them to help improve quality and therefore productivity of the organisation.

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ANNEXURE I- QUESTIONNAIRE

1.Name of the respondent

2.Age

- a) Less than 25
- b) 26-40
- c) 41-60

3.Gender

- a) Male
- b) Female

4.Educational qualification

- a) +2
- b) DIPLOMA
- c) DEGREE
- d) PG
- e) OTHERS

5.Work Experience

- a) Fresher
- b) less than 1 year
- c) 1 year
- d) more than 1 year

6. The organization provides you fair and equitable compensation for your better performance

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

7. Are you satisfied with the incentives you receive?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly Dissatisfied

8. Your ability to maintain a healthy balance between work and personal life?

- a) Highly satisfied
- b) Satisfied
- c) Neutral
- d) Dissatisfied
- e) Highly Dissatisfied

9. The supervisor is concerned about the welfare activities of the employees

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

10. How often do you get a chance to participate in management decision making

- a) Always
- b) Sometimes
- c) can't say
- d) Rarely
- e) Never

11. Does your organization value the suggestion?

- a) Always
- b) Sometimes
- c) can't say
- d) Rarely
- e) Never

12. Are you able to cope with your workplace stress?

- a) Always
- b) Sometimes
- c) can't say
- d) Rarely
- e) Never

13. What is the intensity of stress on your job?

- a) Highly Stressed
- b) Moderately Stressed
- c) Slightly Stressed
- d) Minimal Stressed
- e) Not at all

14. Are you satisfied with your relationship with superiors?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

15. Are you satisfied with your relationship with your subordinates?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

16. Are you satisfied with the organizational promotional policy?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

17. Does your Company provide the opportunity for your career and development ?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

18. The working environment of the company is

- a) Excellent
- b) Good
- c) Average
- d) Fair
- e) Poor

19. Infrastructure provided by the company is

- a) Excellent
- b) Good
- c) Average
- d) Fair
- e) Poor

20. Is the grievance redressal system able to deliver acceptable solutions to your problem?

- a) Always
- b) Sometimes
- c) can't say
- d) Rarely
- e) Never

21. Do you communicate your needs to your superiors?

- a) Always
- b) Sometimes
- c) can't say
- d) Rarely
- e) Never

22. Which factor motivates you more in your work?

- a) Interesting Work
- b) Recognition
- c) Awards and Rewards
- d) Other

23. The suggestion given by you are always accepted and motivated by the superior

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

24. The Organization gives you freedom to use your skills in your area of job.

- a) Strongly agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

25. Your valuable suggestions to improve QWL.....

ANNEXURE II - RESEARCH ARTICLE

A STUDY ON FACTORS AFFECTING THE QUALITY OF WORK LIFE WITH REFERENCE TO REAL ESTATE INDUSTRY

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ABSTRACT

The main purpose of improving the quality of work life is to change the work environment so that the work environment that people create together can lead to a better work environment. It focuses on the problem of creating a human work environment in which employees collaborate and contribute to the goals of the organization - the hallmarks of a good life at work are work engagement, job satisfaction, and productivity. The main objective was to find out the factors affecting compensation, employee participation within the company, study the level of satisfaction employees get from the quality of work life, evaluate employee's opinions about working conditions and welfare facilities, and determine the factors affecting the promotion and career plans of the employees. The convenience sampling method has been used in the research work. The study will give a deeper insight into the quality of work life prevailing in the organization. Findings from this study are used to improve their employees' participation, motivation, and involvement in the effective running of the organization.

KEY WORDS : Quality of work life, employees , organization

I. INTRODUCTION

One of the most recognizable industries in the world is real estate. It includes the residential, retail, hospitality and business subsectors. The demand for office space, urban and semi-urban housing, and the expansion of the business environment are best for the growth of the economy. In terms of direct impact, indirect impact and impact on various sectors, the construction industry is the third of the 14 largest industries. The real estate sector in India is the second largest source of employment after agriculture. Bengaluru is expected to be the top preferred real estate investment destination for NRIs, followed by Ahmedabad, Pune, Chennai, Goa, Delhi and Dehradun.

II. INDUSTRY PROFILE

The Indian real estate market has grown in recent years, driven by increased demand for office and residential space. Institutional investment in India's real estate sector is expected to increase by 4% to reach 20 crores, according to real estate consultant Colliers India. Corporate real estate investment in India rose 7% year-on-year in the third quarter of 2021. Investments of \$2,977 billion were recorded in the first nine months of 2021, compared to \$1.534 billion in the same period last year. The Securities and Exchange Board of India (SEBI) has approved a Real Estate Investment Trust (REIT) platform that will allow different types of investors to invest in the Indian real estate market. The most important change is the transition from family business to company management. To meet the need to manage multiple projects across the city, developers invest in centralized systems to gather information and organize employees, and hire professionals in areas such as project management, construction and engineering. The Government of

India, together with the state governments, has taken several initiatives to promote economic growth. The smart city project, which plans to establish 100 smart cities, is a great opportunity for real estate companies.

III. REVIEW OF LITERATURE

1. **HACKMAN AND OLDHAM (1976)**, described psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.
2. **MIRVIS AND LAWLER (1984)**, suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.
3. **T. AYESHA ET AL (2011)**, have worked on QWL among male and female employees of private commercial banks in Bangladesh to find out if there is any significant difference among male and female bank employee’s perception over QWL issues. Finding of the research showed male employee’s perception differs from female employees. It means management of banks are more concerned about the job design of the male employees. The second finding about perception said that male’s perception is more positive compared female’s employees except in terms of socialization.
4. **SARAJI AND DARGAHI (2006)**, study explained QWL as a comprehensive, department wide program designed to improve employee satisfaction, strengthen workplace learning and help employees better manage, change and transition by conducting descriptive and analytical study.
5. **SUBASHINI RAMESH AND GAYATHRI BALASUBRAMANIAN (2015)** presents an overview of the concept of quality of work life, its components, and its impact on employee well-being and organizational performance.
6. **SHAMSUL HAQUE AND MOHAMMAD SHAMSUDDOHA (2015)**, explores the relationship between quality of work life and employee productivity, and identifies the factors that contribute to both.

IV. OBJECTIVE OF THE STUDY

- 1) To find the factors affecting the Quality of Work Life of the employees.
- 2) To evaluate an employee's opinion about working conditions and welfare facilities.
- 3) To determine the factors affecting the compensation, promotion and career plan of the employees.
- 4) To suggest suitable measures for maintaining and improving Quality of Work Life.

V. RESEARCH METHODOLOGY

RESEARCH DESIGN

It is essential for the conduct of data collection and analysis. The research design used in this study is explained in nature as it examines the existing conditions in the organization. Descriptive research is also called statistical research. The main purpose of this type of research is to describe the data and characteristics of the thing being studied. The idea behind this type of research is to study frequencies, averages, and other mathematical calculations.

SAMPLING DESIGN

- **SAMPLE FRAME** : Employees from various departments of the organization
- **SAMPLE SIZE** :The sample size taken for study is 120 employees conveniently selected from the total population.

SAMPLING TECHNIQUE

The population is selected to represent the whole universe. The selection of the population is called the sample. For this research, the researchers selected the samples by simple sampling. Convenience sampling is a type of nonprobability sampling method that involves drawing a sample from a nearby portion of the population, that is, samples are chosen according to the researcher's convenience. The population sample was chosen because it was accessible and convenient.

DATA COLLECTION

Primary data: The primary data are those which are new, written for the first time and original. This project relied on the responses from employees belonging to the real estate industry as primary data.

Secondary data: The secondary data are those which had already been collected by other people and which have already been passed through the processes. The data is taken from the past study or analysis. In this study, secondary data were obtained from various sources like organization records, websites, magazines, books etc.

AREA OF RESEARCH

- **SAMPLE SIZE:** 120 Employees
- **LOCATION** : Chennai
- **TARGET PEOPLE** : Employees working under the real estate industry in chennai.
- **PERIOD OF STUDY** : 3 Months

HYPOTHESIS

1. Null hypothesis H0: There is no significant difference between gender and the compensation provided by the company Alternate hypothesis H1: There is significant difference between gender and the compensation provided by the company

2. Null hypothesis H0: There is no healthy relationship between the superiors and the subordinates. Alternate hypothesis H1: There is a healthy relationship between the superiors and the subordinates.

STATISTICAL TOOLS FOR ANALYSIS

The statistical tools used for analysis are:

- Simple percentage analysis method
- Chi square
- Correlation

LIMITATION OF THE STUDY

- The study is confined to everyone nearby.

- The study is based upon the employees belonging to the real estate industry and their opinion on quality of work life.
- The data collected for the research is fully on primary data given by the respondents. There is a chance for personal bias. So, the accuracy is not true.
- Due to storage of time and other constraints, the study has been limited to 120 respondents only.

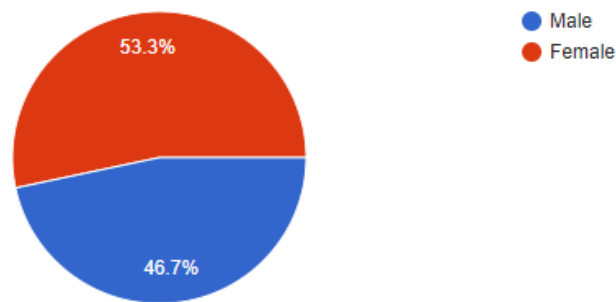
VI DATA ANALYSIS AND INTERPRETATION

TABLE 4.1 GENDER OF THE EMPLOYEES

S.No	GENDER	FREQUENCY	PERCENTAGE
1	MALE	56	46.7%
2	FEMALE	64	53.3%
	TOTAL	120	100%

Source: Primary Data

CHART 4.1 GENDER OF THE EMPLOYEES



INTERPRETATION

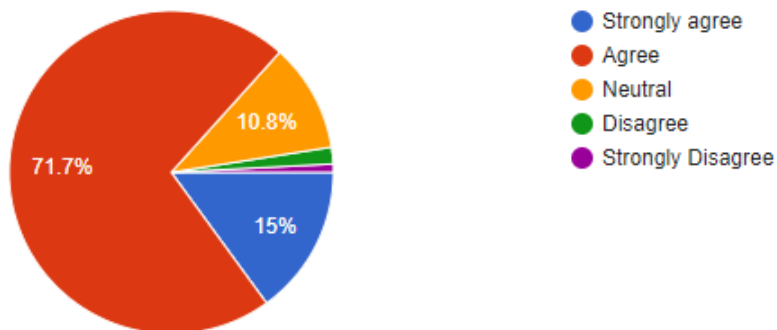
Table 4.1 shows the gender of the respondents. As per the table it is clear that out of the 120 respondents 46.7% of the respondents were female and 53.3% of the respondents were male.

TABLE 4.2 COMPENSATION PROVIDED BY THE COMPANY

S.No	RESPONSE	FREQUENCY	PERCENTAGE
1	Strongly agree	18	15%
2	Agree	86	71.7%
3	Neutral	13	10.8%
4	Disagree	2	1.7%
5	Strongly disagree	1	0.8%
	Total	120	100%

Source: Primary Data

CHART 4.2 COMPENSATION PROVIDED BY THE COMPANY



INTERPRETATION

Table 4.2 shows the opinion of employees about the compensation provided by the company. As per the table it is clear that out of the 120 respondents, 15% of the respondents strongly agreed that the organization provides them fair and equitable compensation. 71.7% agreed that the organization provides them fair compensation, 10.8% were neutral on fair compensation, 1.7% disagreed with the statement, and 0.8% strongly disagreed with the statement.

CHI-SQUARE TEST

Hypothesis

H0: There is no significant difference between gender and the compensation provided by the company.

H1: There is a significant difference between gender and the compensation provided by the company.

GENDER*	COMPENSATION					
	Cross tabulation					
Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Female	9	42	10	2	1	64
Male	8	44	3	1	0	56
Total	17	86	13	3	1	120

Chi-square	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	127.363 ^a	10	.000
Likelihood Ratio	19.231	10	.037
N of valid Cases	120		

INFERENCE

From the above test performed, the p-value is 0.00 which is lesser than alpha value 0.01. Pearson's chi-square value confirms that there is association between gender and compensation in the organization. Therefore, Null hypothesis is rejected whereas the alternate hypothesis is accepted. It can be interpreted that there is significant difference between gender and the compensation provided by the company.

CORRELATION

Hypothesis

H0: There is no healthy relationship between the superiors and the subordinates.

H1: There is a healthy relationship between the superiors and the subordinates.

	Correlation	Superior	Subordinates
Superior	Pearson correlation	1	.897*
	Sig. (2-tailed)		.002
	N	120	120
Subordinates	Pearson correlation	.897*	1
	Sig. (2-tailed)	.002	
	N	120	120

INFERENCE

From the above table, the value of Pearson correlation is rounded to 1. “1” represents positive correlation. So the null hypothesis is rejected, and an alternative hypothesis is accepted. Therefore, there is a healthy relationship between the superiors and the subordinates that is positively correlated.

VII FINDINGS OF THE STUDY

- Majority 46.7% of the employees were of the age 26-40
- 53.3% were Female employees & were dominant in the organization
- Most of the employees were having the qualification of UG Degree
- Majority 35% of employees were having an experience more of 1 year.
- Majority 86% of employees had agreed that the organization provides them fair and equitable compensation.
- Majority 41.7% of the respondents were satisfied with the incentives they received.
- 45% of Employees had agreed that they can maintain a healthy balance between work and personal life.
- Majority 55% of the respondents agreed with the statement that the supervisor is concerned about the welfare activities of the employees.
- Majority 53.3% of employees responded that sometimes they get a chance to participate in management decision making.
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- 55% of Employees in the organization were able to cope with their workplace stress sometimes.

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- 51.7% of employees agreed that the company provides freedom to use their skills in their area of job.

CHI SQUARE TEST

- There is significant difference between gender and the compensation provided by the company

CORRELATION

- The relationship between the superiors and the subordinates is positively correlated.

VIII CONCLUSION

The main purpose of improving the quality of work life is to change the workplace in such a way that the human-technology and organization interface leads to a better working life. If the organization starts to value the employees more, the productivity will increase which leads to the growth of the organization. When employees are wholly satisfied, the rate of employee turnover decreases, which automatically increases the retention rate. There are few suggestions from the outcome of this research which aids the organization in improving the quality of work life. Organizations can use them to help improve quality and therefore productivity of the organization.

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