

A STUDY ON THE QUALITY WORKLIFE OF EMPLOYEES IN THE AUTOMOBILE INDUSTRY

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF BUSINESS ADMINISTRATION

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**

APRIL 2021



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **M.REETHIKA (39410173)** who have done the project entitled **"A study on the quality work life of employees in the automobile industry"** under my supervision from January 2021 to April 2021.

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DECLARATION

I, **M.REETHIKA (Register No. 39410173)**, hereby declare that the Project Report entitled “**A study on the quality work life of employees in the automobile industry**” done by me under the guidance of **Dr. TR. KALAI LAKSHMI M.A., M.B.A., M.Phil., Ph.D.**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

Work is an integral part of everyday life, as it is our livelihood or career or business. On an average we spent twelve hours daily life and it is the one third of our entire life. Quality of work life study considered to be more important at the individual and organization level. Quality of work life is considered for both the employees and organization and it is involved with job satisfaction, productivity, job involvement, job enrichment etc. Every organization's success is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

The research on the Quality of work-life essentially serves the following two important objectives:

1. To examine the concept of quality of work-life, to review the literature, and to study the importance, determinants, and dimensions of Quality of Work Life.
2. To identify different parameters of quality of work-life that significantly impacts the employees working in the Automotive Industry.

The collected data are appropriately analyzed with suitable tools and findings are made. Based on the findings, suggestions are given to improve and maintain the quality of work-life in the organization

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	i
	LIST OF ABBREVIATIONS	iii
	LIST OF TABLES	iv
	LIST OF CHARTS	vi
	INTRODUCTION	1
	1.1 Introduction	1
	1.2 Industry Profile	1
	1.3 Need for Study	6
	1.4 Scope of the Study	6
	1.5 Objectives of the Study	6
	1.6 Limitations of the Study	7
2	REVIEW OF LITERATURE	8
	RESEARCH METHODOLOGY	16
	3.1 Research Design	16
	3.2 Sampling Technique	16
	3.3 Sources of Data	16
	3.4 Structure of Questionnaire	17
	3.5 Sample size	17
	3.6 Period of Study	17
	3.7 Analytical Tools	17
	DATA ANALYSIS AND INTERPRETATION	18
	4.1 Percentage Analysis	18
	4.2 Chi-square	65
	4.3 ANOVA	67
	FINDINGS, SUGGESTIONS AND CONCLUSION	68
	5.1 Findings of the Study	68
	5.2 Suggestions	70
	5.3 Conclusion	71
	REFERENCES	72
	APPENDIX – I (Questionnaire)	75
	APPENDIX – II (Article)	82

LIST OF TABLES

TABLE NO.	PARTICULARS	PAGE NO.
4.1.1	name	18
4.1.2	Age	19
4.1.3	gender	20
4.1.4	education	21
4.1.5	How long have you worked in your present job for your company?	22
4.1.6	Describe your work schedule	24
4.1.7	Relationship between management and employees	25
4.1.8	Satisfied with your current job	26
4.1.9	Respect and recognition	27
4.1.10	Satisfied with your work shifts	28
4.1.11	Given updated work equipments	29
4.1.12	Skills and talents of employees	30
4.1.13	Training for skill improvement	31
4.1.14	Good job security	32
4.1.15	Opportunities for growth in organization	33
4.1.16	Instruction to get work done	34
4.1.17	Rewards for creativity and innovation	35
4.1.18	Promotions and career developments	36
4.1.19	Physical working conditions	37
4.1.19.1	Work atmosphere	38
4.1.19.2	Cleanliness and hygiene	39
4.1.19.3	Canteen facility	40
4.1.19.4	Transportation facility	41
4.1.19.5	Good drinking water	42
4.1.19.6	Sanitary conditions	43
4.1.20	Safety of workers	44
4.1.21	Grievance of employees is less	45
4.1.22	Measures taken to solve grievance	46
4.1.23	Performance appraisal vii	47
4.1.24	Medical facilities and safety measures	48

4.1.24.1	Work injury	49
4.1.24.2	maternity	50
4.1.24.3	Individual healthcare	51
4.1.24.4	Safe work environment	52
4.1.24.5	Premises maintenance	53
4.1.25	Over all experience	54
4.1.26	Suggestion should be improved in QWL	55

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TABLE NO.	PARTICULARS	PAGE NO.
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4.1.8	Satisfied with your current job	26
4.1.9	Respect and recognition	27
4.1.10	Satisfied with your work shifts	28
4.1.11	Given updated work equipments	29
4.1.12	Skills and talents of employees	30
4.1.13	Training for skill improvement	31
4.1.14	Good job security	32
4.1.15	Opportunities for growth in organization	33
4.1.16	Instruction to get work done	34
4.1.17	Rewards for creativity and innovation	35
4.1.18	Promotions and career developments	36
4.1.19	Physical working conditions	37
4.1.19.1	Work atmosphere	38
4.1.19.2	Cleanliness and hygiene	39
4.1.19.3	Canteen facility	40
4.1.19.4	Transportation facility	41
4.1.19.5	Good drinking water	42
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4.1.23	Performance appraisal	47
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4.1.24.2	maternity	50
4.1.24.3	Individual healthcare	51
4.1.24.4	Safe work environment	52
4.1.24.5	Premises maintenance	53
4.1.25	Over all experience	54
4.1.26	Suggestion should be improved in QWL	55

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION:

In the late 1960's the term quality of work life was introduced. Everywhere and every place quality of work life is gaining importance more and more. The focus of quality of work life primarily was on effect of employment on wellbeing of employees and their health. But now the focus of quality of work life has changed. There are many factors which affect quality of work life some of them are level of stress, job environment, job nature, career prospects etc. The most important factor which make employees happy are monetary benefits. When organization provides good environment to work and with all financial and non-financial benefits the employees feel satisfied and this helps in retaining the employees for longer period and it also help organization to achieve their goals. In the end it can be said that organizational goal can be achieved when the employees are happy and are satisfied. As happy employees participate more to achieve organizational goal.

Success of an organization depends on how it retains recruits and motivates the workforce. Now a day's an organization requires more flexibility in its operation to improve their work force to enjoy their commitments. So, every organization need to adopt and improve its strategy to satisfy both employees and organizational need. The study focuses up on the significance of efficient quality of work life practices within an organization thereby there is an impact on employee performance as well as of the organization.

According to Campbell (1981), the satisfaction people experience in the domains - self, standard of living, family life, marriage, friends and work which result to have the greatest influence in accounting for the level of satisfaction people feel with their lives in general.

Goodale, Hall, Burke and Joyner (1975) conducted interviews in which they asked the public how they would define the word 'quality of life'. The most common mentioned components defining quality of life were psychological well-being, the work environment, realizing or working towards one's aim in life and the social environment provided by the people at work place. It is safe to conclude that the work environment is not only one of the most important domains in people's lives, but also contains many of the components of quality of life.

Therefore, this area plays an important part in the individual 's general quality of life and sense of well-being. Various segments of our lives are tied to the actions of organisations. Indeed, most of the adults organize their lives around work. Most individuals spend a good deal of their hours in work place or job activities; it prescribes how their days are spent and places certain restrictions on them; it determines their living standards and affects their friendship and relationship patterns. Work goes beyond just influencing behaviour, however. It plays a important role in the adult 's sense of self. Work can represent a number of stressors, but it can also provide satisfaction. Successfully managing or lacking the ability and resources to manage work stressors affects the self-regard and impacts on health. When meeting a person, one of the first questions that come to mind is "What do you do for a living?". To a large extent, people define themselves and others in terms of their work (Deci& Ryan, 1985). Thus, quality of work life in organisations is a major element of quality of life in general (Lawler, Nadler &Cammann, 1980).An individual 's work experience can have positive effects or negative effects on other round of his or her life. The more direct relevance of work to the total life space is perhaps best expressed by Walton (1975) by the concept of balance. A balanced approach to work should incorporate work schedules, career demands and travel requirements which do not infringe on leisure and family time on a regular basis. Even advancement in the work place should not require repeated geographical moves. The common nature of work and family-life balance is debatable as far as cause-and-effect or symptoms are concerned.

Sometimes, the hiring organisation imposes demands that seriously affect the employee 's ability to perform other life roles, such as with personal life (spouse or parent). In other cases, however, work demands are used as an excuse to escape the responsibilities and anxieties of family roles (Walton, 1975). It is, therefore, not always certain which is a cause and which is a sign. Quality of work life is, however, not only the cover of the individual and of psychological researchers. This also cover how demonstrated globally by the United Nations sponsored International LabourOrganisation (ILO). At the core of the ILO's social agenda is the creation of more and better job opportunities. As far back as 1944, the ILO adopted the Philadelphia Declaration 's principles, which made improving the quality of work life a priority, and dedicate all its member nations to achieving this goal through public policies and programmes. Among its aims were the following:

- full employment and rising living standards;

- employment in occupations that enable workers to enjoy the satisfaction of utilizing their skills and make a contribution to the common well-being; a just distribution of wages, hours and other benefits, including training opportunities; decent working conditions facilities and providing the minimum living wage for all employed; recognition of the right to collective bargaining and to co-operation between management and labour; and safe and healthy work environments (Lowe, 2000).

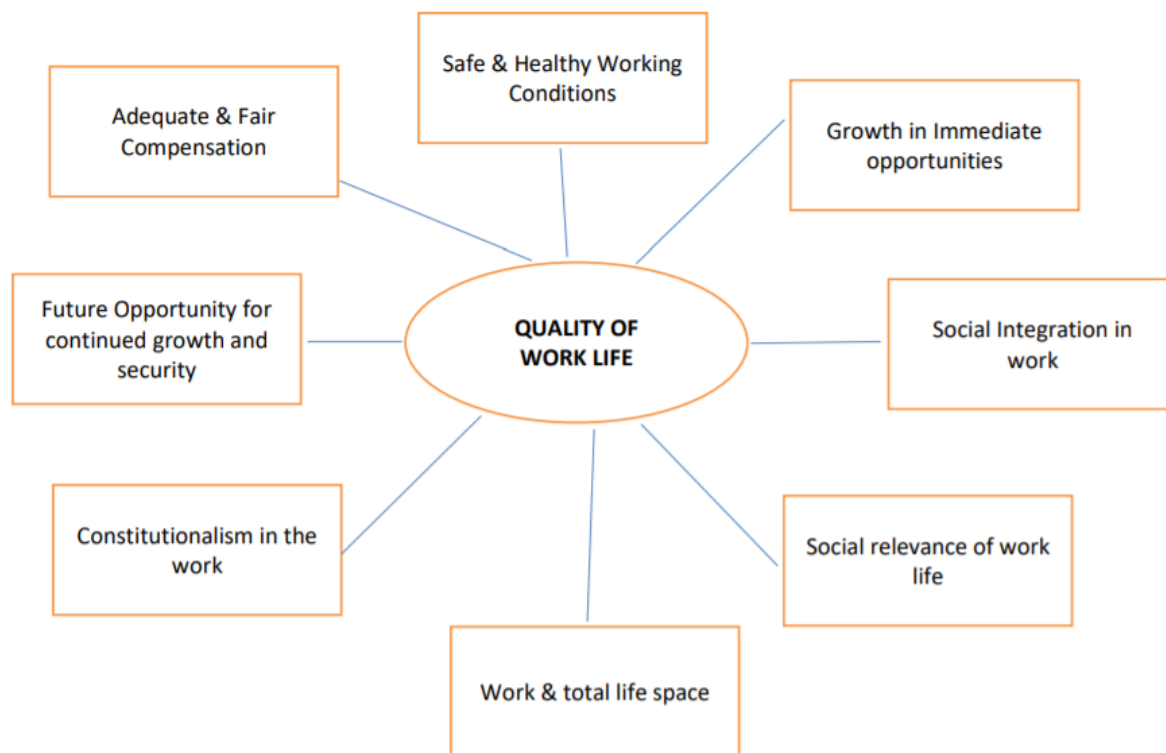
According to Lowe (2000), these may be old themes, but they are even more applicable in today's global economic context. He communicates the concern that quantity may have become more important since the 1990s and that the preoccupation with it may blind managers and policy makers to underlying problems, which can only be addressed by looking deeper than productivity. Lowe (2000) terminates that "high quality work" is work that is respectable, meaningful and life-enhancing, and, therefore, worker-centred. It, however, still offers benefits to employers and national economic prosperity. Actually, quality of work affects the quality of life in families and communities, as well as the economic push of the nation.

1.1.1 QUALITY OF WORK LIFE DEFINED

To Come to an end with an all-encompassing definition, it could be said that satisfaction with quality of work life is experienced when individuals are satisfied with interacting factors, such as optimal external conditions and social aspects, as well as being internally motivated by factors intrinsic in the work itself and which ultimately results in a sense of psychological well-being of employees.

Following is the flow chart show casing the various independent variables which influence the quality of work life of employees.

Flow Chart



Source: Walton, R. E. (1975). Criteria for Quality of Working Life' in Davis, L. &Cherns, A. (eds) (1975) The Quality of Working Life Vol 1, Free Press, New York, 91-10.

To answer the questions that were mentioned in the statement of the problem of this article, the research has identified the following independent variables in to consideration to study the quality of work life among the employees in jute industry and developed the following model.

- Job security
- Stress levels

- Career opportunities
- Organization Policies

Job Security

Job Security is an assurance that an individual will keep his or her job without the risk of becoming unemployed. He or she will have continuity in employment and it may be from the terms of a contract of employment, collective bargaining agreement, or labour legislation that prevents arbitrary termination. Employees who settle into a position are more likely to achieve long-term career goals, better position themselves financially, and gain marketable skills that appeal to future employers. All these factors provide sufficient reminders about the importance striving for job security.

Job security has significant relationship with quality of work life. Job satisfaction is found to carry more weight age in explaining the relationship among job satisfaction, job involvement and job security with quality of work life. Job security refers to perceived level of stability and continuance of that job. It is expected that once a person perceives job security, he is more willing to become an active participant which leads to a higher Quality of Work Life.

Stress Levels

Stress in a medical or biological context stress is a physical, mental, or emotional factor that causes bodily or mental tension. Stresses can be external (from the environment, psychological, or social situations) or internal (illness, or from a medical procedure). It is an important topic. The release to certain physiological effects, including rapid heart rate, higher blood pressure, and a weakened immune system. When left unmanaged over time, chronic stress can lead to the development of other serious problems, such as stomach ulcers, stroke, asthma, and heart disease.

Job stress is a serious threat to the quality of working life (QWL) of employees and can cause hostility, aggression, absenteeism and turnover, as well as reduced productivity. In addition, job stress among employees affects the quality of services. The major sources of stress were inadequate pay, inequality at work, too much work, staff shortage, lack of recognition and promotion prospects, time pressure, lack of job security and lack of management support. An inverse relationship was found between job stress and QWL among employees. The most important predictor of QWL was disturbance handling, followed by job proud, job security and job stress. Finally, while QWL was negatively associated with turnover intentions, job stress was positively related to employees' intention to quit. Since job stress has a strong correlation with

employee QWL and turnover intention, it is very important to apply the right human resources policies to increase employees' QWL and decrease subsequent turnover.

Career Opportunities

A good definition of "opportunity" might be something like: a favourable or advantageous circumstance or combination of circumstances. This is a very general definition, and can mean different things to different people. What might be a career opportunity for one person might be seen as a setback for another. It is important to recognize opportunities when they present themselves. Employee should realize the long-term career potential of the new job which is far more important than the short-term satisfaction realized by staying in their old job. Career planning is the continuous process of thinking about your interests, values, skills and preferences, exploring the life, work and learning options available to employees and ensuring that employees work fits with their personal circumstances.

There may be a conflict between their personal aspirations for their career and the values of the organization, as when people realize that they entered an occupation with mistaken expectations and which leads to Quality of Work Life. Personal expectations in line with those of the organization and another is to leave the organization in search of more fulfilling career opportunities.

Organization Policies

A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible. A policy is a course of action or guidelines to be followed whereas a procedure is the 'nitty gritty' of the policy, outlining what has to be done to implement the policy. Organizational policies also help company maintain a degree of accountability in the eyes of internal and external stakeholders. A company's recognition and support through its stated values and policies of employee's commitments, interests and pressures, can relieve employee's external stress.

There is direct and significant relation between organizational policies and quality of employees work life. It is doubtful that economic gains will occur if employees do not believe the work environment or their supervisors are open to their use of the benefits. Work-family initiatives are more likely to be effective when employees believe the organization is truly supportive of their needs to balance work and family obligations. Finally, assessment of family-support perceptions could be an integral part of quality-of-work life surveys conducted by organizations.

1.2. Industry Profile of Automobile Industry:

Automobile industry is a symbol of technical marvel by human kind. Being one of the fastest growing sectors in the world its dynamic growth phases are explained by nature of competition, product life cycle and consumer demand. Today, the global automobile industry is concerned with consumer demands for styling, safety, and comfort; and with labor relations and manufacturing efficiency. The industry is at the crossroads with global mergers and relocation of production centres to emerging developing economies.

Due to its deep forward and backward linkages with several key segments of the economy, the automobile industry is having a strong multiplier effect on the growth of a country and hence is capable of being the driver of economic growth. It plays a major catalytic role in developing transport sector in one hand and help industrial sector on the other to grow faster and thereby generate a significant employment opportunity. Also, as many countries are opening the land border for trade and developing international road links, the contribution of automobile sector in increasing exports and imports will be significantly high. As automobile industry is becoming more and more standardized, the level of competition is increasing and production base of most of auto-giant companies are being shifted from the developed countries to developing countries to take the advantage of low cost of production. Thus, many developing countries are making serious efforts to grab these opportunities which include many Asian countries such as Thailand, China, India and Indonesia.

The rising competition and increasing global trade are the major factors in improving the global distribution system and has forced many auto-giants such as General Motors, Ford, Toyota, Honda, Volkswagen, and Daimler Chrysler, to shift their production bases in different developing countries which help them operate efficiently in a globally competitive marketplace. During the second half of the 1990's, the globalization of the automotive industry has greatly accelerated due to the construction of important overseas facilities and establishment of mergers between giant multinational automobile manufacturers. Over the years, it is being observed that Asia is emerging as a global automotive hub. Exports of automobiles including components from Asia are also increasing by leaps and bounds. Asia has become the major consumer as well as supplier of automobiles.

At this juncture, the study makes an attempt to evaluate the growth pattern, changes in

ownership structures, trade pattern, role of government etc. in automobile sector of selected Asian countries (viz. China, India, Indonesia and Thailand). The objective of the study is to understand the dynamics of Indian automobile sector in comparison to the same sector in other selected Asian countries. Thailand is a major auto exporting country from Asia. The sector is mainly driven by Japanese FDI. Chinese automobile sector is growing very fast and is poised to make its dent in the international 5 trade arena very soon with its strong position in component sector. India, on the other hand is consolidating its position with strong domestic and external demand. The Indonesian automotive industry is essentially an assembly industry, dominated by the major Japanese car manufacturers is also coming up in post-liberalization period and increasing its exports.

Japan and Korea Rep already have developed automobile industry. Hence, comparison with these two countries may not be worthwhile. Selected four are developing countries and making an effort to develop the automobile sector through different paths. The paper will compare the alternative strategies for the growth of automobile industry in these selected countries.

1.2.1 Changing Structure of Global Automobile Industry:

Growth of Automobile industry:

The production of automobiles in volume began in the early 1890s, in Western Europe. The USA started the production of both electric and gas automobiles by 1896. In 1903, Ford stepped in. The price of cars reduced from USD 850 in 1908 to USD 360 in 1916. The great depression and the World Wars saw a drop in sale; but the 1950s and 1960s were the glorious era for automobiles (driven by Ford, GM and Chrysler). Production reached 11 million units in 1970. Industry specialists indicate that international business in the automobile industry dates back to the technology transfer of Ford Motor Company's mass-production model from the U.S. to Western Europe and Japan following both World Wars I and II. This gives rise to two important trends. The first one is that, the advancements in industrialization led to significant increase in the growth and production of the Japanese and German automotive markets. The second important trend was that due to the oil embargo from 1973 to 1974, the export of fuel-efficient cars from Japan to the U.S.

Earlier due to low fuel prices, US was producing 'muscle cars' but after the oil price shocks US had to compete with Europe and Japan who succeeded in producing fuel efficient cars. For the first time, design, marketing, prices, customer satisfaction etc become important in the automobile market. By 1982, Japan became the world leader in US market. The potential growth

opportunities led to global overcapacity in automobile industry. 1990s observed the merger and acquisition (M&A) and formation of strategic alliances to tackle this overcapacity problem.

Increasing global trade also act as a major factor for rising growth in world commercial distribution systems, which has also increased the global competition amongst the automobile manufacturers. Japanese automakers have instituted innovative production methods by modifying the U.S. manufacturing model. They are also capable of adapting and utilizing technology to enhance production and increase product competition.

There are three major trends of world automotive industry, which are discussed briefly below:

- Global Market Dynamics - The world's leading automobile manufacturers continue to invest into production facilities in emerging markets in order to reduce production costs and therefore rise in profits. These emerging markets include Latin America, China, Malaysia and other markets in Southeast Asia.
- Establishment of Global Alliances – Now-a-days, there is trend of joint venture in global automotive industry. Most of the giant automobile manufacturers are merging with each other's. The big three U.S. automakers (GM, Ford and Chrysler) have merged with, and in some cases established commercial strategic partnerships with other European and Japanese automobile manufacturers. The Chrysler Daimler-Benz merger, were initiated by the European automaker in order to strengthen its position in the U.S. market. Overall, there has been a trend by the world automakers to expand by merging with other giant automotive companies in overseas markets.
- Industry Consolidation - Increasing global competition amongst the global manufacturers and positioning within foreign markets has divided the world's automakers into three groups, the first group being GM, Ford, Toyota, Honda and Volkswagen, and the two remaining group manufacturers attempting to consolidate or merge with other lower group automakers to compete with the first group companies.

World automotive industry, in its early stages of development, was concentrated mainly in hands of developed countries like U.S., Japan etc. But as automobile industry become more and more standardized, the production base of most of auto-giant companies was shifted from the developed countries to developing countries. Standardization makes production more profitable in developing countries due to low cost of labour. That's why countries like Thailand, China today are the main production base for many multinational automobile companies.

1.2.2 Economics of Automobile Industry:

Today's global automotive industry is full of opportunities and risks which are everywhere — in emerging and mature markets alike. However, profitable growth is becoming more difficult to achieve due to challenges prevailed from the supply chain to the retail environment. Currently, the automotive industry has too much of everything — too much capacity, too many competitors and too much redundancy and overlap. The industry is in the grips of a global price-war.

Production:

Today, the large car manufacturers have a production facility in the different markets and from each platform a car is produced for that market as well as for exports to other markets. Big players in automobile industry do not have just one big factory which exports its products to all other countries. In addition, the products are not identical in each different market. It may have the same technical platform, but the design and the options and features differ between countries. They are different because the demands of customers differ between countries. For example, in South America, incomes are lower than in Western Europe and customers need more affordable cars. In the USA the customers want more space in the car, and that's an important factor for a car to be successful there. On the contrary, small cars are quite popular in India. It is not possible to be in the high volume market and to send the same cars to every market all over the world. So car makers are researching what their customers want and changing the car for each market otherwise they will loose customers. More and more CKD (completely knocked down) cars are being produced for some countries in smaller volumes. That is often the case if there are barriers to exporting cars to particular countries, and they are only being sold in smaller volumes. With larger markets, where sales of particular models are high, companies really need their own plant which has its own suppliers of parts.

Due to sharp competition and changing customer demand, product development process advances have been more significant than changes in product architecture. Product cycles continue to grow shorter as more companies adopt the simultaneous engineering approach pioneered by Japanese automakers. At the same time, advances in Computer-Aided Design (CAD) and Computer-Aided Engineering (CAE) tools are being used to replace physical prototypes and testing processes. Now, major players (in post M&A situation) take greater responsibility for product design and allow production base to get shifted to advantageous location for low cost. However, still due to lack of standardization, number of tiers at the supply

chain is not reduced. Moreover, when design is replicated with modification for physical product development, several domestic issues need to be taken into consideration. These are mainly legal liability, and regulatory procedures. Furthermore, there is a technological move towards modules, i.e. self-contained functional units with standardized interfaces that can serve as building blocks for a variety of different products. Modularization is expected to reshape the entire supply chain in automobile industry as component designs will gradually get shifted to supplier companies. This is expected to reduce cost significantly and increase efficiency. However, IMVP (International Motor Vehicle Programme at MIT) found that cost saving is still elusive. The absence of a clear cost advantage for modules, combined with the inherent technical difficulties of changing the highly integral product architecture of an automobile, has reduced the probability of successful modularization. Nevertheless, a number of factors could still accelerate the move towards modularity, including automaker efforts to shift investment risk to suppliers, the increasing use of information technology within vehicles, and the possibility that consumers will show a strong interest in built-to-order vehicles.

Supply Chain:

Automobile companies have adopted a strategy of global perspective in their operation. Growth of transplants in 1990s led to a presence of all competitors in virtually every corner of the globe. By focusing on common platforms and interchangeable modules, companies are able to make faster and lower cost deployment of new solutions across the whole product range, while tailoring vehicles to a multitude of tastes and preferences of consumers in the world. Moreover, they can assure enough differentiation between products to cope with proliferation while maintaining scale efficiency and a proper management of brand equity (Lung et al. 1999). As a result, major automakers are now operating on a global scale. With new investments, firms are also trying to replicate supply chain structures, demanding suppliers to be present in the new regions where they are located, often near their plants.

The supply chain of auto industry has completely changed over the years. Major OEM (original equipment manufacturer) players world-wide are increasingly focusing on basic design and assembly operations as well as servicing the after-sales market and prefer to deal with a smaller number of large suppliers. Consequently, the supply chain is morphing into sub-system integrators, component makers, and commodity players. The segregation is increasingly defined by 'risk sharing' which was earlier defined by only 'cost pressure'. Tier 1 suppliers (concentrating on system supply, module assembly and sub supplier management) are taking increasing risk

from major players shifting the cost pressure to Tier 2 supplier who concentrate only on production of sub components.

Many companies (such as Volkswagen and Renault) feel that a mono-supplier strategy (such as in Ford) is not good but having limited number of large suppliers are of a better strategy. Ford pushes the supplier to own the tools, a strategy of pushing the risk associated with volume fluctuations onto the supplier rather than Ford. Suppliers will have to be concerned with their amortization schedule when quoting prices because payback for the investment in tools must be included in price (Veloso& Kumar 2002). On the contrary, Volkswagen and Renault, are satisfied with 2 suppliers in each region with an additional one having less responsibility but ready replace any of the existing supplier. Globally, these companies want their suppliers to invest near their plants or transfer their knowledge to local players. Companies bring the quality standards and price reduction condition while developing the contract with the suppliers. In general, contract length and overall value are related to price reduction targets that the supplier is able to commit to. For some of the assemblers, suppliers can also propose alternative designs that have the same economy results. The experience shows that magnitude of reduction per year varies from 2 to 8 percent due to achieving economies of scale. The competitive pressure in the industry is increasingly bringing the cost reduction targets as a major management decision of assemblers. Nowadays, major companies target cost reduction along with the design and models over a period of time. For example, German companies are targeting price reduction of 13% for the next generation model. Ford and Renault targets price reduction of 5-8% per annum and the figure is 13% for Toyota over 3 years (Veloso& Kumar 2002).

The changes in the automobile companies' strategy have led to considerable restructuring in the components industry. In the 1990s, mergers and acquisitions created global mega-suppliers who became responsible for designing systems for vehicles. Megasuppliers also in turn reorganized the rest of the value chain, managing the second-tier suppliers and developing supply systems in many different locations. The components industry is now increasingly concentrated in companies that can design and provide systems and sub-assemblies across different markets. Several supplier companies were created by assemblers. In fact, in-house component manufacturing division were given separate identities and encouraged to compete with other companies. For example, Delphi was created out of GM's component activities. Similarly, Visteon (formerly part of Ford), Magneti, Marelli (Fiat) and ECIA (formerly owned by Peugeot-Citroen and now fused with Bertrand Faure) were also created in the similar line. M&A activities among

suppliers also became a common feature in 1990s. Lucas and Varity merged in 1996, T&N was taken over by Allied Signal; Bertrand Faure was acquired by ECIA. New global companies were created through the fusion of smaller manufacturers also. In Asia-Pacific region, the growth of component manufacturers has taken a different route. Most of the Japanese producers followed a tight relationship with their suppliers (independent or quasi-independent). The existence of the keiretsu system (business affiliation) in Japan greatly facilitated such an arrangement. But other manufacturers especially Korean, Chinese and Indian gave lot of importance on price and quality while buying from number of trusted suppliers. As a result of this indigenous auto-component sectors are thriving in many Asian countries though some MNCs are also present.

International Trade:

The dynamics of international trade in automobile sector attracted attention of economists and policy makers to formulate trade strategy. International trade of automobiles has been influenced both by liberalization as well as protectionism. In the 1970s and 1980s, the U.S. auto industry faced its first major challenge from foreign competition as Japanese automakers aggressively entered the American market. The decline of automobile sector in USA and rising Japanese imports led to protectionism in USA through imposition of quota. This led to voluntary export restraints (VER) from Japan anticipating further restriction. Japan continued with VER even after the relaxation of quantitative restrictions by the USA government in 1985. In the post oil crisis period, Japanese fuel efficient cars were high in demand in USA (Finance, & Rappoport (1982). Also, reluctance of the Big Three in the USA to produce smaller cars led to increase in import demand from Japan. Apart from this, the annual import limit had the perverse effect of encouraging Japanese car companies to change the product mix of vehicles they shipped to the USA, sending more upscale models, where the profits were greatest, and fewer smaller, cheaper cars. In the early 1980s estimates say that the quota was transferring US\$5 billion a year in additional profits to Japanese automakers, who could sell their quota-limited cars at a premium. Japanese car majors Toyota, Nissan, Honda, etc jumped the quota barrier and invested in USA for the domestic market also. The protectionism in automobile market is also prevalent in Korea Rep. Korean automobile companies developed the sector through protection and currently companies like Hyundai are heavily into export business. Similarly, Indian trade policy ensures high barrier in importing vehicles to provide protection to domestic players who have started exporting recently.

1.3 NEED FOR STUDY

. **Quality** of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. . The Quality of Work Life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work. This being the real fact and since there was absenteeism and lack of job satisfaction among the workers

1.4 SCOPE OF THE STUDY

- The research measures the experiences of workers.
- Defines and analyses the experiences based in automobile industry
- Gains employees satisfaction and increases in productivity.
- Work is an integral part of our everyday life, be it our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life.
- It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully.

Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward for the next day. A happy and a healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent. This being the virtual fact, the current study on

1.5 OBJECTIVE OF THE STUDY

This project is designed mainly to identify and evaluate the employee's satisfaction and physical working conditions towards automobile industry.

1.5.1Primary objective:

To study the quality work life of employees in automobile industry.

1.5.2Secondary objectives:-

- To study factors affecting the quality of work life.
- To study the physical working condition of the workers.
- To study the welfare measures, health and safety standards.
- To study the employees opinion about the wages and salary.

1.6 LIMITATIONS OF THESTUDY

As the research sample confined to 130.Employees of Automobile Companies. So, this study cannot be regarded as “full-proof” one. This study is confined to the selected Employees working in various Automobile Companies in Chennai district. Hence, the results of this study cannot be generalized to the other parts of the state as well as other parts of India. Therefore, for academics and researchers, further quantitative research is needed to identify the impact of QWL on Work Outcomes using cross-district/state and cross-industry applications to predict human behavior in various contexts. Upon this study, there may be some suggestions for further studies. The scope of this research is employees who work in Automobile Companies in Chennai. Considering this fact, for the future studies, employees from different industry and from different cities may be chosen and comparative studies might be carried out.

CHAPTER 2

REVIEW OF LITERATURE

- **MOHANA REDDY** has studied factors determine the meaning of Quality of Work Life (QWL), one of which is work environment. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees
- **.Dr. S. Usha** has studied about the problems in organizations are human and social rather than physical or technical. A good quality of work life not only attracts new talent but also retain the existing talent. Quality of Work Life involves job security, good working conditions and equal employment opportunity all together.
- **P. Yukthamarani Permarupan** has studied to examine the relationship between the quality of work life (QWL), employees job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia. QWL was measured with five dimensions which are 'fair and appropriate salary', 'working conditions', and 'capacities at work ' opportunities at work 'and' organization climate
- **Rehan Sohail Butt** has researched the aim to focus on the influences of motivational factors (e.g., Leadership (LDSP), Quality of work life (QWLF) on the employees' job satisfaction (EJS).
- **Hendra Gunawan** has studied the wage factor and the quality of working life needs to get the attention of the management to be able for improve the employees performance. This research aims to know the effect of wages on employees performance are moderated by the quality of work life.
- **Dr. Cross Ogohi Daniel** has studied that quality of work life is fast becoming an imperative issue to achieve the goals and objectives of the organization in every sector .This research tell about high QWL can give a result in better organizational performance and organization should contribute better life for all those peoples whom organizational members.

- **D. Chitraa** has studied that Quality of Work Life (QWL) is being used these days by organizations as a strategic tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies. The aim of this study is to find out about the employee's perception on their work-life quality.
- **S. Jerome** has studied that Quality of Work Life deals with various aspects of work environment, which facilitates the human resource development efficiently. The study also helps us to know the loop holes of the Company in providing the workers' basic necessities. It also helps us to know how the workers are treated by the management. It also helps the workers to address their grievances.
- **Nanjundeswaraswam** has studies that high quality of worklife (QWL) is essential for all organizations to continue to attract and retain employee. The study helps the technical institution employees to know the level of perception towards QWL and to enhance the same by the management.
- **H. Ramesh Babu** has studied that Quality of work life (QWL) is important for job performance and satisfaction, labour turnover and management relation and such other factors which play important part in determining the overall well-being of any industrial organization. An attempt has been made in this article to analyze the relationship between job satisfaction and quality of work life in service sector.
- **zafrulallam** has studied that fact that QWL is considered as a philosophy to make the people more affective at work place by understanding their psychological well being and involvement. here we discussed about to enhance the QWL of employees and to make organization more effective.
- **Ni PutuRatnaSari** has studied about the things related to welfare, comfort in work life are known as Quality of Work Life (QWL). High QWL is achieved if employees get job satisfaction, both in participating in decision making, as well as in having opportunities to develop.

- **HASSAN** In this study has researched the relationship between quality of work life (QWL) programs and quality of life (QOL) among employees at multinational companies in Bintulu, Sarawak, Malaysia. In addition, the study examined the elements of quality of work life (QWL) programs as a contributing factor to quality of life (QOL) that can influence employee productivity.
- **Dr. Kiran Kumar** has studied that the autonomy, job flexibility, happiness and training have a positive and negative relationship with job challenge, team support not having relationship with quality of work life.
- **NI PUTURATNA SARI** studied that the development of human resources is important because labor is an important asset, so maintaining competent human resources is important for hotel management. All things related to welfare, comfort in work life are known as Quality of Work Life (QWL). High QWL is achieved if employees get job satisfaction, both in participating in decision making, as well as in having opportunities to develop.
- **Mohammad BaitulIslam** has studied that the Quality of work life is a critical concept with having lots of importance in employee's life. Quality of work life indicates a proper balance both in work and personal life which also ensure organizational productivity and employee's job satisfaction. This research study attempted to find out the factors that have an impact and significance influence on quality of work life of employees in private limited companies of Bangladesh.
- **OWOLABI Ademola Benjamin** has studied that Given the limited understanding of the impact of organizational culture and leadership style on quality of work-life, this study investigated how organizational culture and leadership styles affect employees' quality of work life. A total of 284(Male =182, Female=102) selected employees from private and public work organizations in Ekiti State, Nigeria participated in the study and responded to the already validated scales used in the study.

- **Normala** has Determining the quality of work life (QWL) of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment. The purpose of this paper was to investigate the relationship between quality of work life and organizational commitment among a sample of employees in Malaysia.
- **Kala s.retna** has studied about The concept of work-life quality is increasingly relevant in enabling positive employee engagement with the demands of work and family. This paper explores employees' perception of the effectiveness of work-life quality programmes in a healthcare organisation in Singapore.
- **Hassan nareha** has researched that the researchers examined the relationship between quality of work life (QWL) programs and quality of life (QOL) among employees at multinational companies in Bintulu, Sarawak, Malaysia. In addition, the study examined the element s of quality of work life (QWL) programs as a contributing factor to quality of life (QOL) that can influence employee productivity.
- **HendraGunawan** has researched that wage factor and the quality of working life needs to get the attention of the management to be able for improve the employees performance. This research aims to know the effect of wages on employees performance are moderated by the quality of work life. The type of the data being used is the primary data in the form of a questionnaire
- **G.Delina** has researched that the role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life.
- **B P Mahesh** has studied that this research work is an effort to study the status of Quality of Work Life (QWL) of employees working in the corporate sector and to explore the impact of demographic elements on QWL.

- **Thomas A. Wyatt** has studied that the present study examines perceptions of the quality of work life among a sample of Singaporean employees. Data are obtained from managerial executives (N=332) through structured questionnaires and are used to illustrate their perceptions concerning QWL. Results from the factor analysis suggest four dimensions of QWL labelled, favourable work environment, personal growth and autonomy, nature of job, and stimulating opportunities and co-workers.
- **Dr. Barkha Gupta** has studied that Quality of work life is the quality of relationship between employees and total work environment, concern for the impact of work on individuals as well as on organizational effectiveness and the idea of participation in organizational problem solving and decision making.

CHAPTER 3

RESEARCH METHODOLOGY.

3.1 RESEARCH DESIGN

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data.

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

3.2 SAMPLING TECHNIQUE

3.2.1 Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

3.3 SOURCES OF DATA

3.3.1 Primary data

Primary data, by contrast, are collected by the investigator conducting the research.

Questionnaire

The questionnaire tried to capture the responses of the customers mainly on the key deliverables, derived from the survey conducted, and a few questions have been included to gauge the level of satisfaction and to gain insight into customer expectations.

3.3.2 Secondary Data sources

Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for Journal, Books, Websites, organisational records and data that was originally collected for other research purposes.

3.4 STRUCTURE OF QUESTIONNAIRE

There are two broad types of questions open ended or open questions, and closed ended or closed questions. Open questions enable respondents to answer as they wish. Closed questions provide respondents with a list of options from which they choose.

3.5 PERIOD OF STUDY

The period of study is from January 2021 to March 2021 which is three months of study.

3.6 PERIOD OF STUDY

The period of study is from January 2021 TO March 2021 which is a three months of study.

3.7 ANALYTICAL TOOLS

The analytical tools used are spss for testing the hypothesis, Chi Square test in spss

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Table 4.1.1: Age of the respondents

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
18-28	29	22.3
29-38	78	60
39-48	19	14.6
49 AND ABOVE	4	3.1
TOTL	130	100

Source: Primary data.

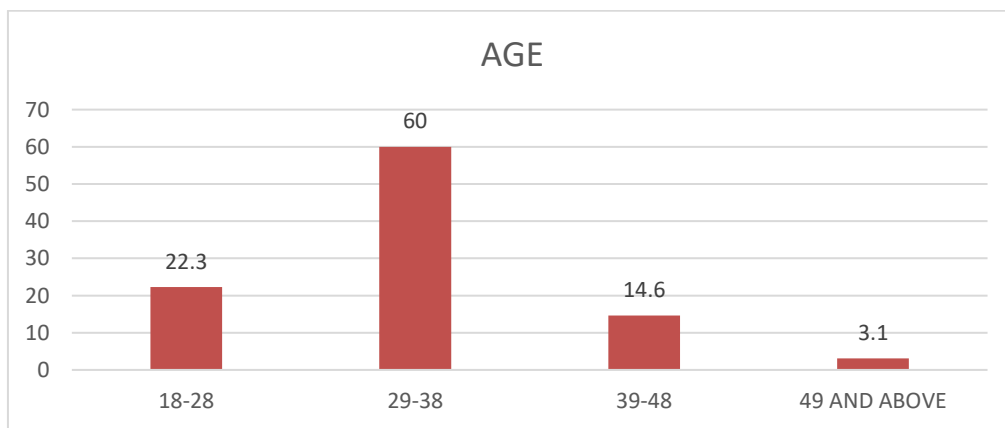


Chart 4.1.1: Age of the respondents

Interpretation

From the above table it is interpreted that the number of respondents between 18-28 is 22.3 % ,29 to 38 is 60% , 39 -48 is 14.6% and 49 and above is 3.1%.

Inference

Majority (60%) of the respondents are in the age category of 29 – 38 years

Table 4.1.2: Gender of the respondents

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
MALE	113	86.9
FEMALE	17	13.1
TOTAL	130	100

Source: Primary data.

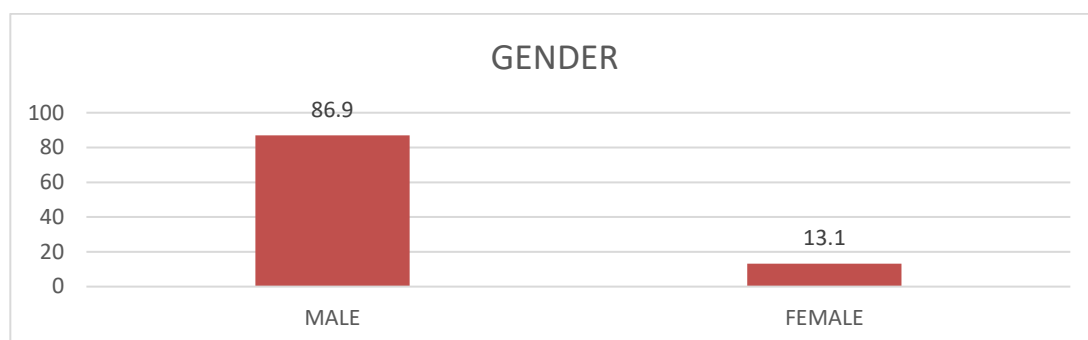


Chart 4.1.2: Gender of the respondents

Interpretation

From the above table it is interpreted that the number of male respondents is 86.9% and female respondents is 13.1%.

Inference

Majority (86.9%) of the respondents are Male.

Table 4.1.3: Education of the respondents

S NO	Particulars	No. of Respondents	Percentage
1	Less than 10th	1	0.8
2	10 th std	4	3.1
3	12 th std	9	6.9
4	graduate	98	75.4
5	Post graduate	18	13.8
6	total	130	100

Source: Primary data.

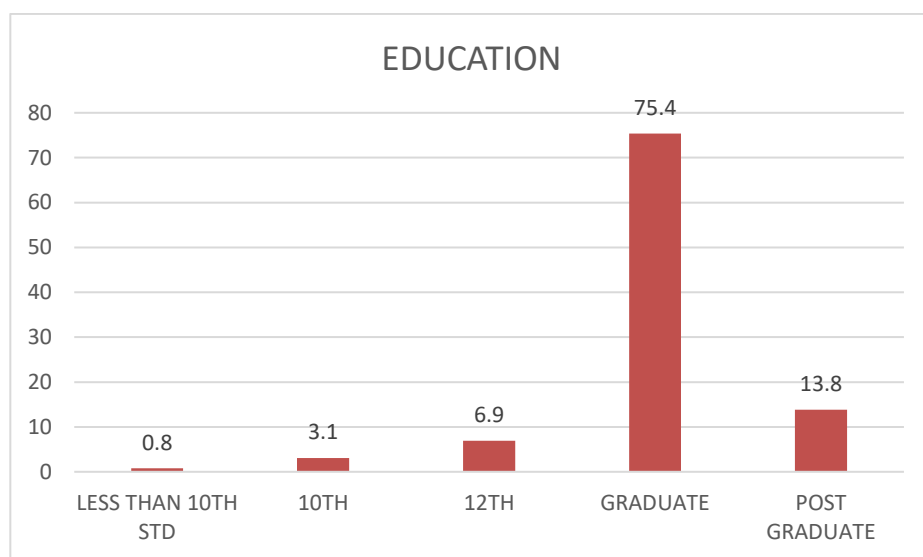


Chart 4.1.3: Qualification of the respondents

Interpretation

From the above table it is interpreted that the number of less than 10thstd is 0.8% , 10th is 3.1% ,12th is 6.9% ,graduate is 75.4 and post graduate is 13.8%.

Inference

Majority (75.4%) of the respondents are Graduate.

Table 4.1.4: Which of the following best describes your usual work schedule?

Particulars	No of respondents	Percentage
Day shift	91	70
Afternoon shift	13	10
Night shift	26	20
total	130	100

Source: Primary data.

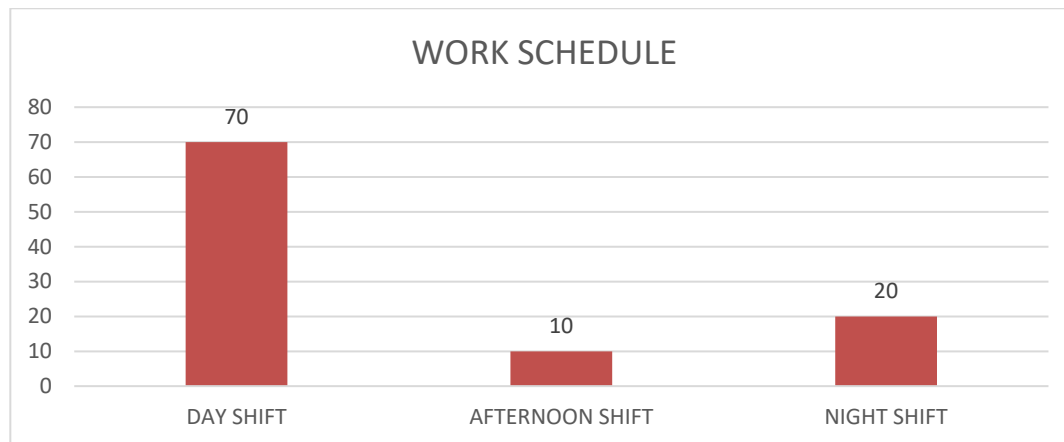


Chart 4.1.4: work schedule of respondents

Interpretation

From the above table it is interpreted that the number of day shift respondents is 70% ,afternoon shift is 10% and night shift is 20%.

Inference

Majority (70%) of the respondents works at day shift..

Table 4.1.5: What is your opinion about the relationship between management and employees?

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	35	26.9
GOOD	65	50
AVERAGE	30	23.1
BELOW AVERAGE	0	0
POOR	0	0
TOTAL	130	100

Source: Primary data.

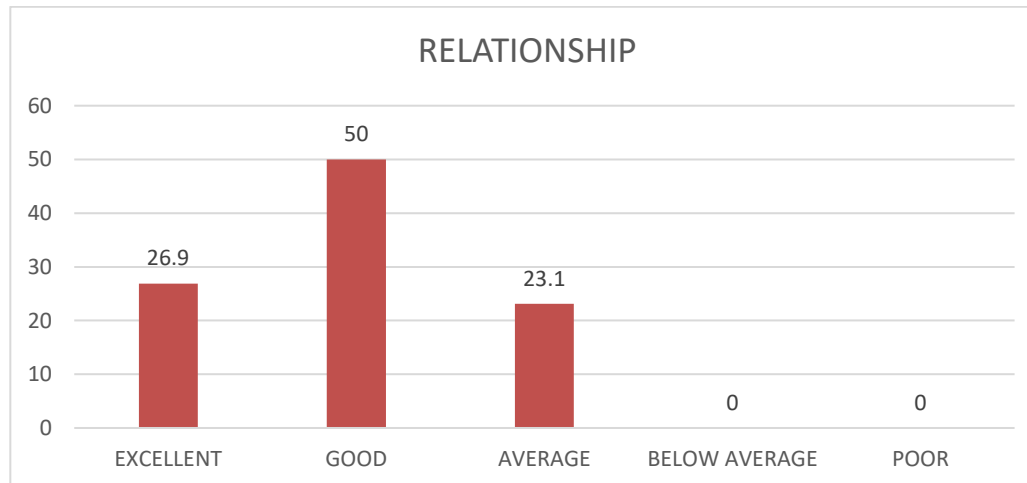


Chart 4.1.5:relationship between management and employees

Interpretation

From the above table it is interpreted that the number of excellent respondents is 26.9%, good is 50%, average is 23.1% ,below average is 0 and poor is 0.

Inference

Majority (50%)of the respondents says good for relationship between employees and management

Table 4.1.6: How satisfied are you with your current job?

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	36	27.7
SATISFIED	65	50
NEUTRAL	29	22.3
DISSATISFIED	0	0
HIGHLY DISSATISFIED	0	0
TOTAL	130	100

Source: Primary data.

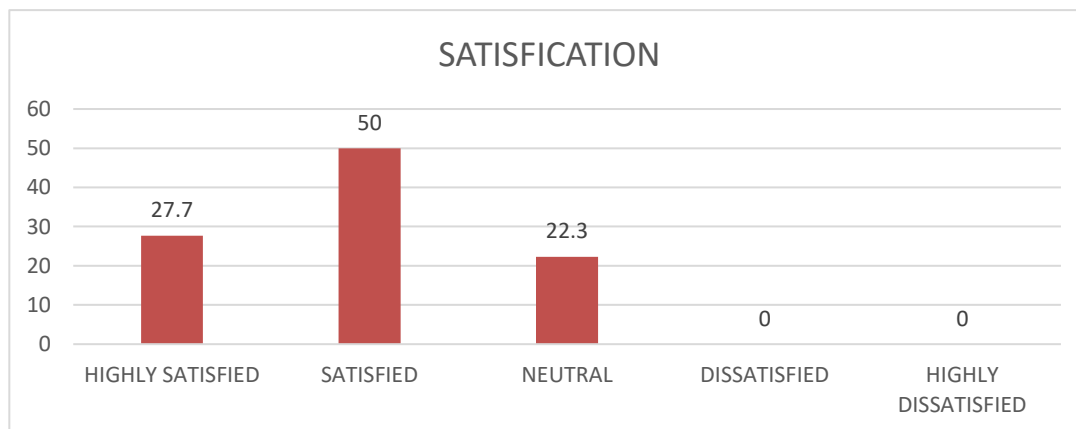


Chart 4.1.6: satisfaction of the respondents

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 27.7% ,satisfied is 50% ,neutral is 22.3%, dissatisfied is 0 and highly dissatisfied is 0.

Inference

Majority (50%) of the respondents are satisfied

Table 4.1.7: . What do you feel about the respect and recognition you have in you job?

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	36	27.7
SATISFIED	63	48.5
NEUTRAL	31	23.8
DISSATISFIED	0	0
HIGHLY DISSATISFIED	0	0
TOTAL	130	100

Source: Primary data.

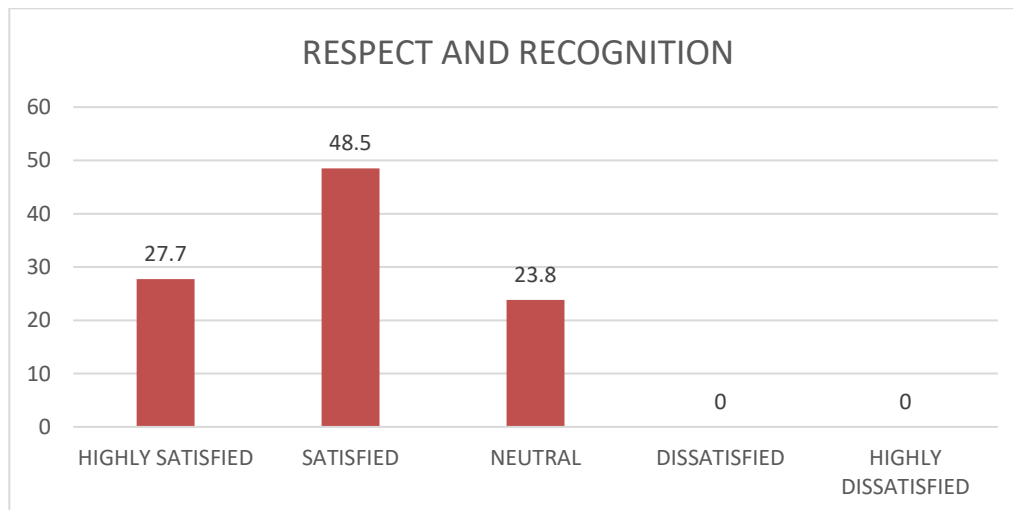


Chart 4.1.7: respect and recognition of the respondents

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 27.7, satisfied is 48.5%, neutral is 23.8%, dissatisfied is 0 and highly dissatisfied is 0.

Inference

Majority (48.5%)of the respondents says satisfied for respect and recognition.

Table 4.1.8: Are you satisfied with work shifts you are given in job

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	32	24.6
SATISFIED	56	43.1
NEUTRAL	38	29.2
DISSATISFIED	4	3.1
HIGHLY DISSATISFIED	0	0
TOTAL	130	100

Source: Primary data.

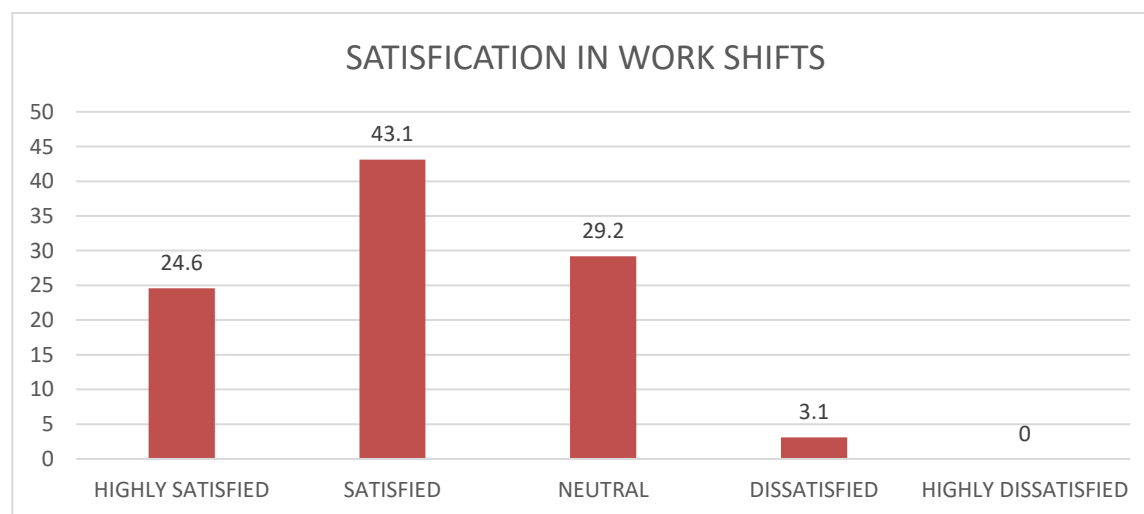


Chart 4.1.8:satisfication in work shiftsof the respondents

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 24.6% ,satisfied is 43.1% ,neutral is 29.2%, dissatisfied is 3.1 and highly dissatisfied is 0.

Inference

Majority (43.1%) of the respondents are satisfied in workshifts.

Table 4.1.9: Do you agree that you are given updated work equipment's to do work professionally?

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	27	20.8
AGREE	69	53.1
NEITHER AGREE AND DISAGREE	32	24.6
DISAGREE	2	1.5
STRONGLY DISAGREE	0	0
TOTAL	130	100

Source: Primary data.

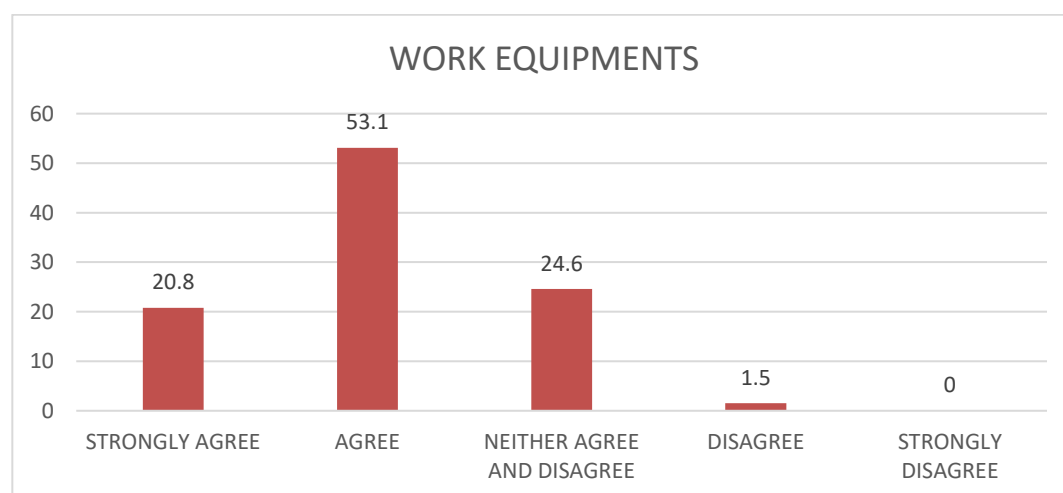


Chart 4.1.9: work equipments to do work

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 20.8% ,agree is 53.1% ,either agree nor disagree is 24.6%, disagree is 1.5 and strongly disagree is 0.

Inference

Majority (53.1%) of the respondents says agree for work equipments to do work.

Table 4.1.10: .Do you agree that the skills and talents of the employees are used by the organization to their optimum level?

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	26	20
AGREE	68	52.3
EITHER AGREE NOR DISAGREE	34	26.1
DISAGREE	1	0.8
STRONGLY DISAGRE	1	0.8
TOTAL	130	100

Source: Primary data.

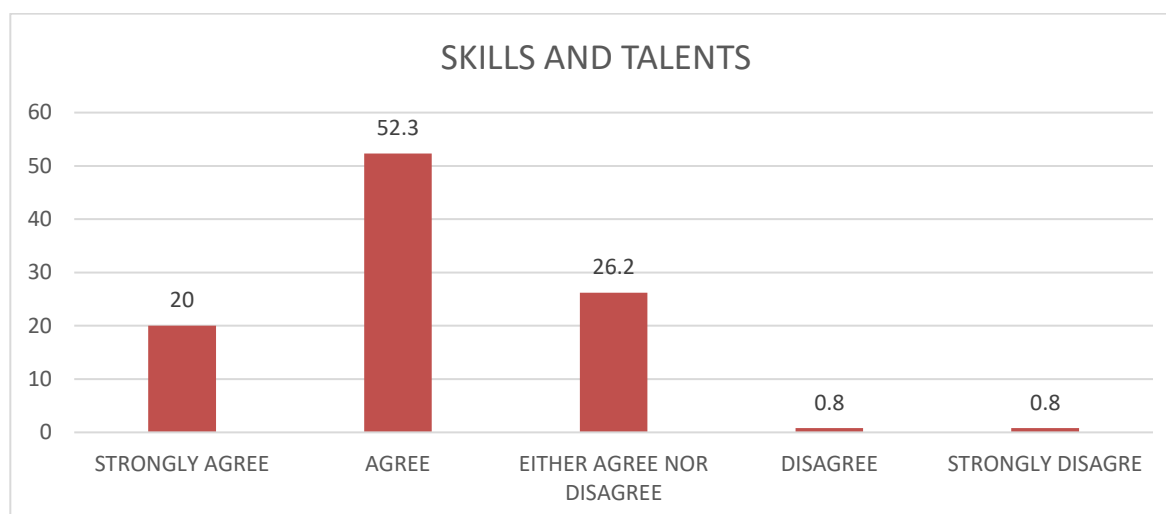


Chart 4.1.10: skills and talents

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 20% ,agree is 52.3% ,either agree nor disagree is 26.2%, disagree is 0.8 and strongly disagree is 0.8.

Inference

Majority (52.3%) of the respondents say agree for skills and talents.

Table 4. 1.11 Are you given proper training for skill improvement ?

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
ALWAYS	52	40
OFTEN	36	27.7
SOMETIMES	38	29.2
RARELY	4	3.1
NEVER	0	0
total	130	100

Source: Primary data.

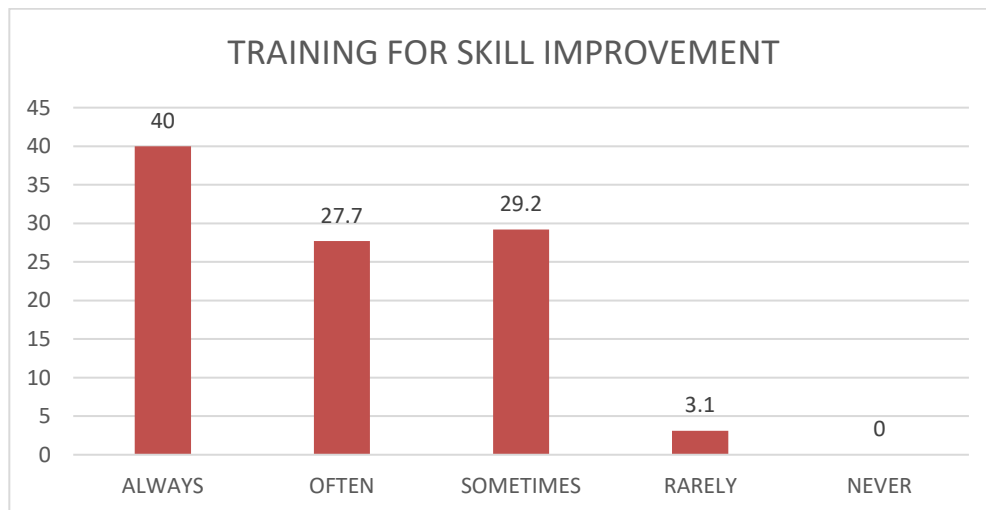


Chart 4.1.11: Training for skill improvement

Interpretation

From the above table it is interpreted that the number of always respondents is 40% ,often is 27.7% ,sometimes is 229.2%, rarely is 3.1 and never is 0.

Inference

Majority (40%) of the respondents says always for training for skill improvement.

Table 4.1.12: Do you agree that you good job security?

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	34	26.2
AGREE	61	46.9
EITHER AGREE NOR DISAGREE	33	25.4
DISAGRREE	2	1.5
STRONGLY DISAGRREE	0	0
total	130	100

Source: Primary data.

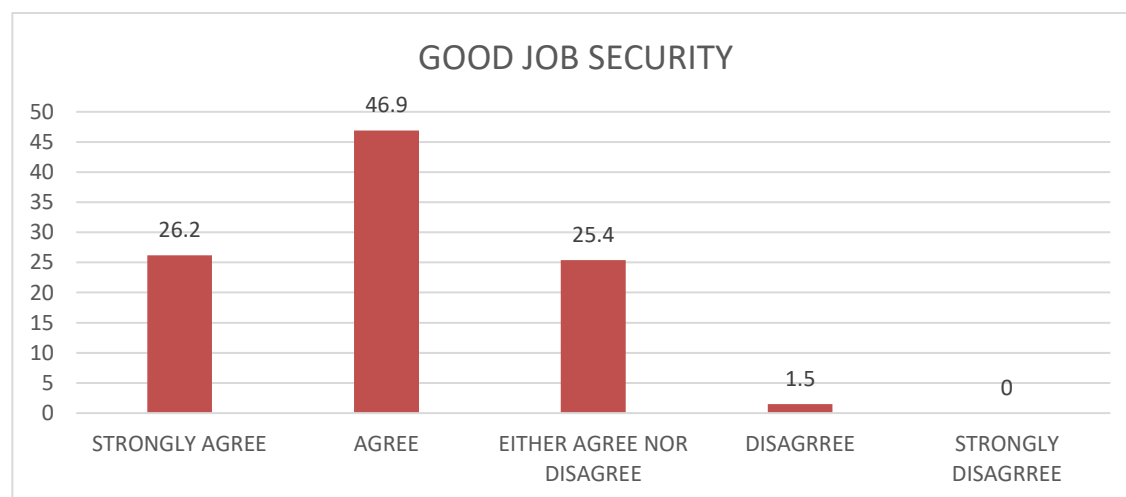


Chart 4.1.12: Good job security

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 26.2% ,agree is 46.9% ,either agree nor disagree is 25.4%, disagree is 1.5 and strongly disagree is 0.

Inference

Majority (46.9%) of the respondents says agree for good job security.

Table 4.1.13 OPPORTUNITIES FOR GROWTH IN YOUR ORGANISATION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	29	22.3
AGREE	70	53.8
EITHER AGREE AND DISAGREE	30	23.1
DISAGREE	1	0.8
STRONGLY DISAGREE	0	0
total	130	100

Source: Primary data.

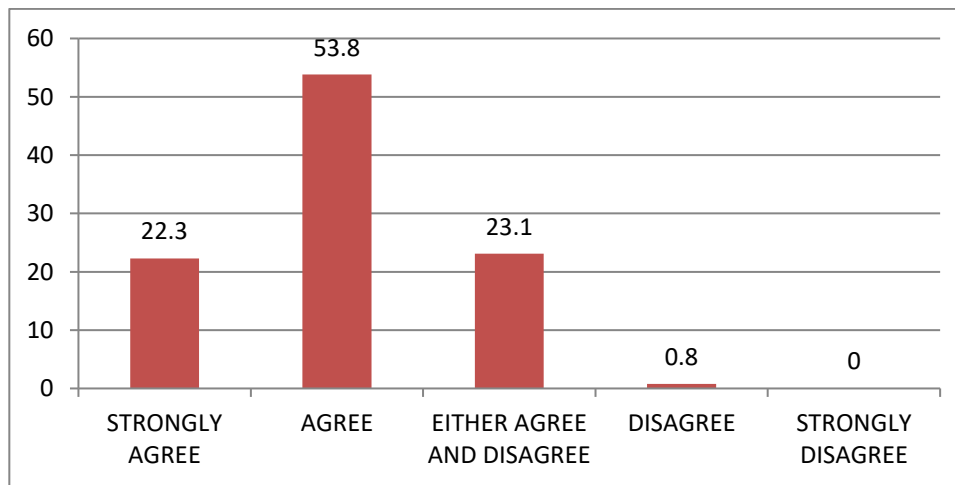


Chart4.1.13: OPPORTUNITIES FOR GROWTH IN YOUR ORGANISATION

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 22.3%, agree is 53.8%, either agree nor disagree is 23.1%, disagree is 0.8 and strongly disagree is 0.

Inference

Majority (53.8 %) of the respondents agreed that there are opportunities in the organization.

Table 4.1.14: INSTRUCTION TO GET THE JOB DONE

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	26	20
AGREE	74	56.9
EITHER AGREE NOR DISAGREE	29	22.3
DISAGREE	1	0.8
STRONGLY DISAGREE	0	0
Total	130	100

Source: Primary data.

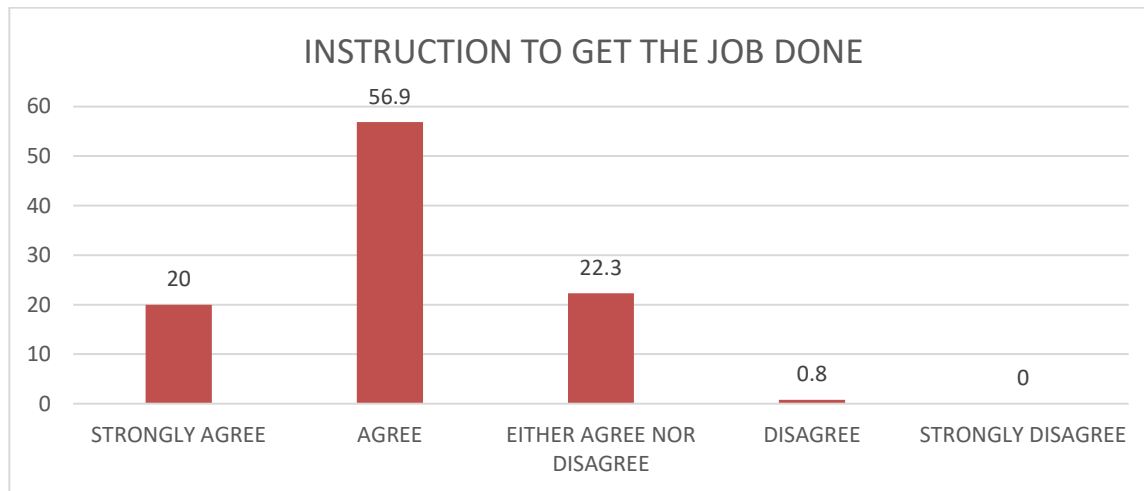


Chart 4.1.14: :INSTRUCTION TO GET THE JOB DONE

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 20% ,agree is 56.9% ,either agree nor disagree is 22.3%, disagree is 0.8 and strongly disagree is 0.

Inference

Majority (56.9%) of the respondents says agree for instruction to get job done.

Table 4.1.15: REWARDED FOR THEIR CREATIVITY AND INNOVATION

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
ALWAYS	49	37.7
OFTEN	44	33.8
SOMETIMES	37	28.5
NEVER	0	0
total	130	100

Source: Primary data.

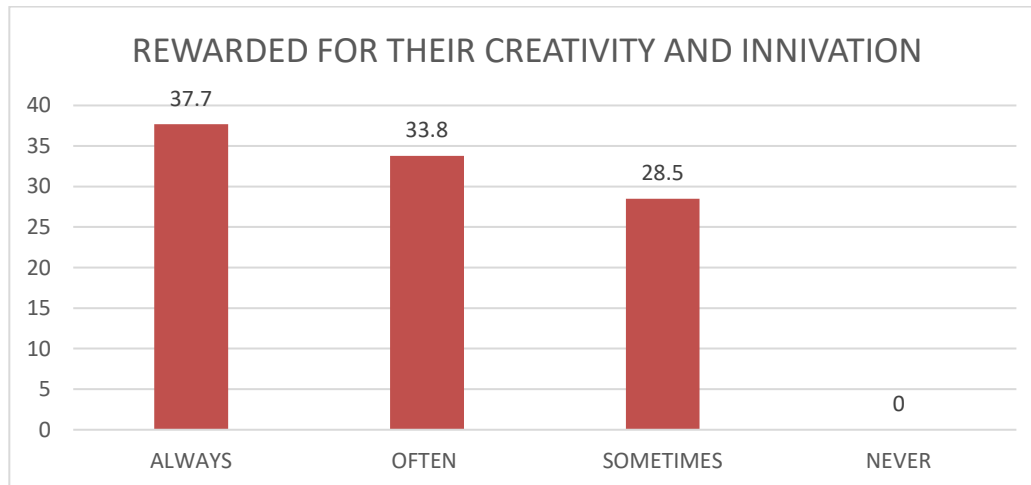


Chart 4.1.15: REWARDED FOR THEIR CREATIVITY AND INNOVATION

Interpretation

From the above table it is interpreted that the number of always respondents is 37.7% ,often is 33.8% ,sometimes is 28.5% and never is o.

Inference

Majority (37.7%) of the respondents says always for rewarded for their creativity and innovation.

Table 4.1.16: PROMOTIONS AND CAREER DEVELOPMENT

PARTICULAR	NO OF RESPONDENT	PERCENTAGE
STRONGLY AGREE	28	21.5
AGREE	66	50.8
EITHER AGREE AND DISAGREE	34	26.2
DISAGREE	2	1.5
STRONGLY DISAGREE	0	0
total	130	100

Source: Primary data.

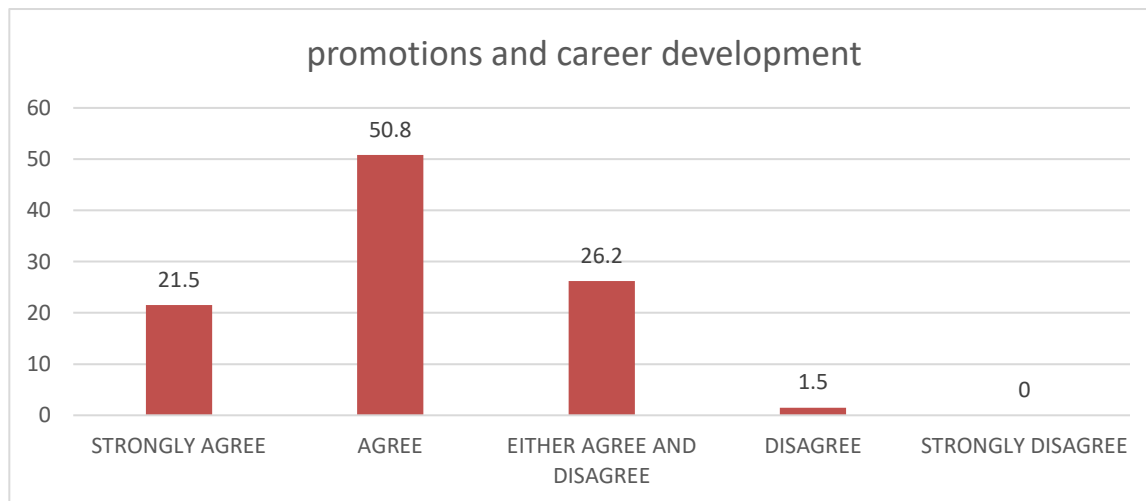


Chart 4.1.16: PROMOTIONS AND CAREER DEVELOPMENT

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 21.5% ,agree is 50.8% ,either agree nor disagree is 26.2%, disagree is 1.5 and strongly disagree is 0.

.Inference

Majority (50.8%) of the respondents says agree for promotions and career development..

Table 4.1.17: PHYSICAL WORKING CONDITIONS

A. WORK ATMOSPHERE

PARTICULAR	NO OF REONDENTS	PERCENTAGE
HIGHLY SATISFIED	55	42.3
SATISFIED	51	39.2
NEUTRAL	24	18.5
DISSATISFIED	0	0
HIGHLY DISSATISFIED	0	0
total	130	100

Source: Primary data.

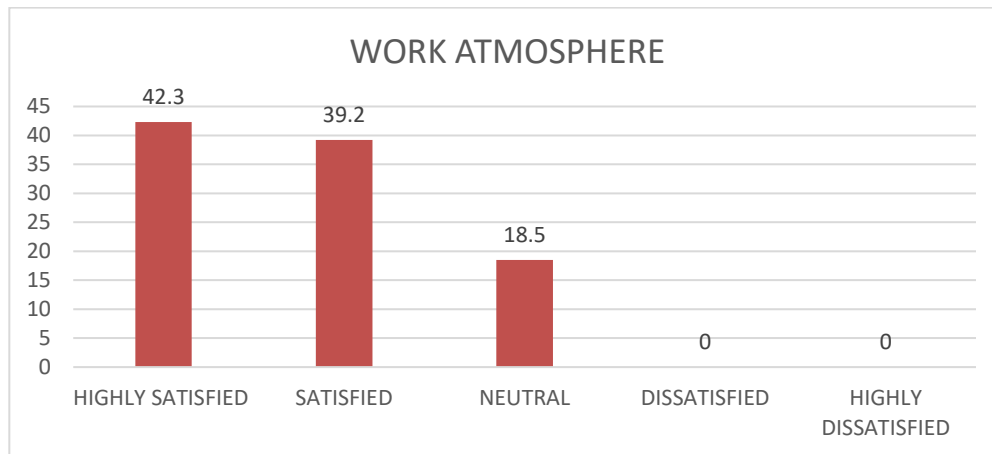


Chart 4.1.17: PHYSICAL WORKING CONDITIONS

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 42.3%, satisfied is 39.2%, neutral is 18.5%, dissatisfied is 0 and highly dissatisfied is 0.

Inference

Majority (42.3%) of the respondents says highly satisfied for physical working conditions.

Table 4.1.18 .CLEANLINESS AND HYGIENE

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	57	43.8
SATISFIED	57	43.8
NEUTRAL	16	12.4
DISSATISFIED	0	0
HIGHLY DISSATISFIED	0	0
total	130	100

Source: Primary data.

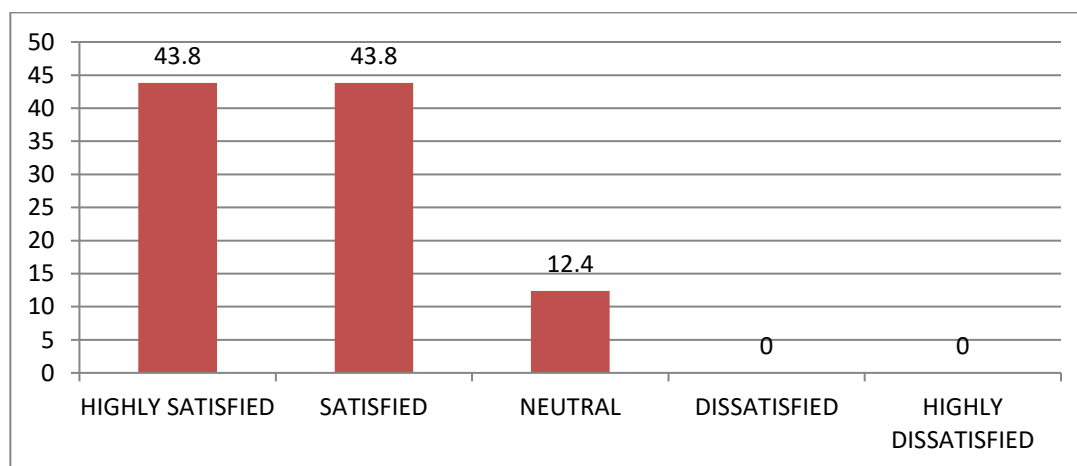


Chart 4.1.18: CLEANLINESS AND HYGIENE

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 43.8%, satisfied is 43.8% ,neutral is 12.4%, dissatisfied is 0 and highly dissatisfied is 0.

.

Inference

Majority (43.8%) of the respondents says highly satisfied for cleanliness and hygiene.

Table 4.1.19: .CANTEEN FACILITY

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	43	33.1
SATISFIED	54	41.5
NEUTRAL	29	22.3
DISSATISFIED	4	3.1
HIGHLY SATISFIED	0	0
Total	130	100

Source: Primary data.

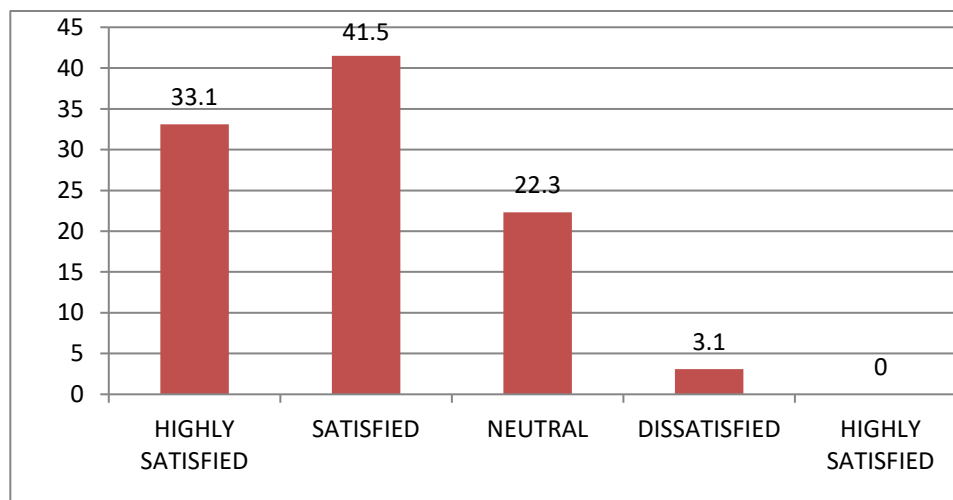


Chart 4.1.19: canteen facility

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 33.1%,satisfied is 41.5% ,neutral is 22.3%, dissatisfied is 3.1 and highly dissatisfied is 0.

Inference

Majority (41.5%) of the respondents says satisfied for canteen facility

Table 4.1.20: TRANSPORTATION FACILITY

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	41	31.5
SATISFIED	50	38.5
NEUTARL	30	23.1
DISSATISFIED	8	6.1
HIGHLY DISSATISFIED	1	0.8
total	130	100

Source: Primary data.

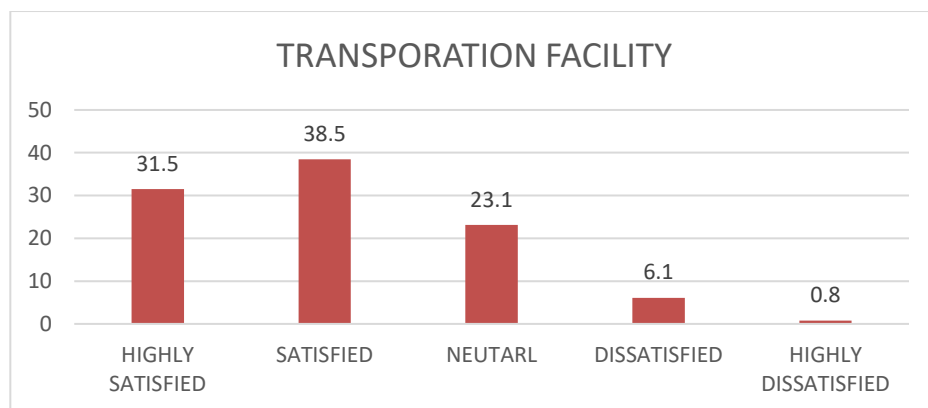


Chart 4.1.20: TRANSPORTATION FACILITY

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 31.5%,satisfied is 38.5% ,neutral is 23.1%, dissatisfied is 6.1 and highly dissatisfied is 0.8

INFERENCE

Majority (38.5%) of the respondents says satisfied for transportation facility

Table 4.1.21: **GOOD DRINKING WATER**

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	53	40.8
SATISFIED	56	43.1
NEUTRAL	21	16.1
DISSATISFIED	0	0
HIGHLY DISSATISFIED	0	0
total	130	100

Source: Primary data.

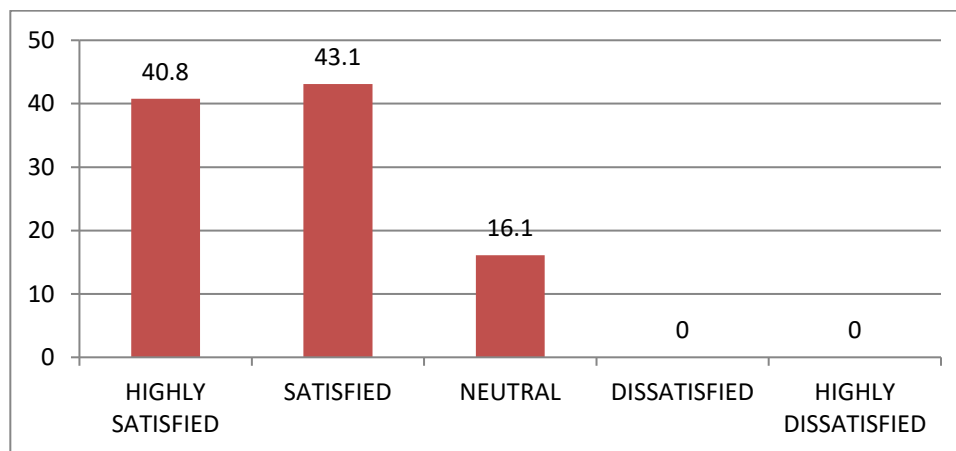


Chart 4.1.21: good drinking water

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 40.8%, satisfied is 43.1%, neutral is 16.1%, dissatisfied is 0 and highly dissatisfied is 0.

Inference

Majority (43.1%) of the respondents says satisfied for good drinking water.

Table 4.1.22: SANIATRY CONDITIONS

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	57	43.8
SATISFIED	48	36.9
NEUTRAL	24	18.5
DISSATISFIED	1	0.8
HIGHLY DISSATISFIED	0	0
total	130	100

Source: Primary data.

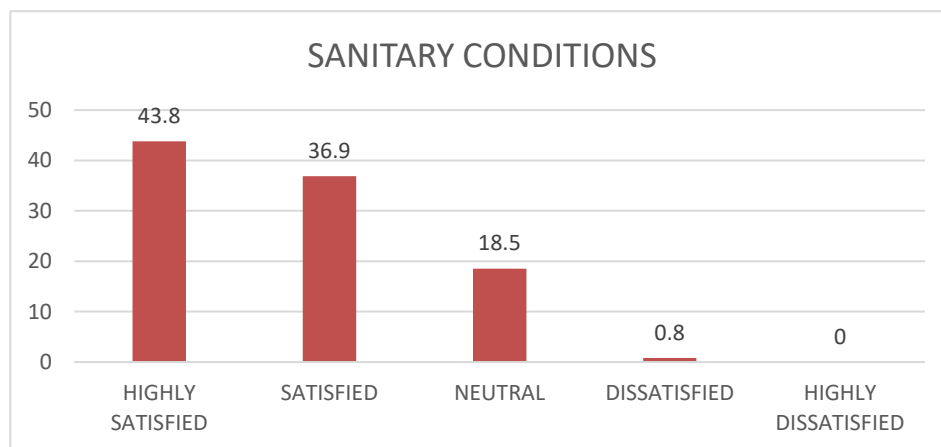


Chart 4.1.22: sanitary conditions

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 43.8%, satisfied is 36.9%, neutral is 18.5%, dissatisfied is 0.8 and highly dissatisfied is 0.

Inference

Majority (43.8%) of the respondents says highly satisfied for sanitary conditions

Table 4.1.23: SAFETY OF WORKERS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	26	20
AGREE	69	53.1
EITHER AGREE NOR DISAGREE	35	26.9
DISAGREE	0	0
STRONGLY DISAGREE	0	0
Total	130	100

Source: Primary data.



Chart 4. 1.23: safety of workers

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 20%,satisfied is 53.1% ,neutral is 26.9%, dissatisfied is 0 and highly dissatisfied is 0.

Inference

Majority (53.1%) of the respondents says agree for safety of workers

Table 4.1.24: IMMEDIATE MEASURES TO SOLVE GRIEVANCES IN ORGANISATION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
STRONGLY AGREE	22	16.9
AGREE	75	57.7
EITHER AGREE NOR DISAGREE	32	24.6
DISAGREE	1	0.8
STRONGLY DISAGREE	0	0
Total	130	100

Source: Primary data.

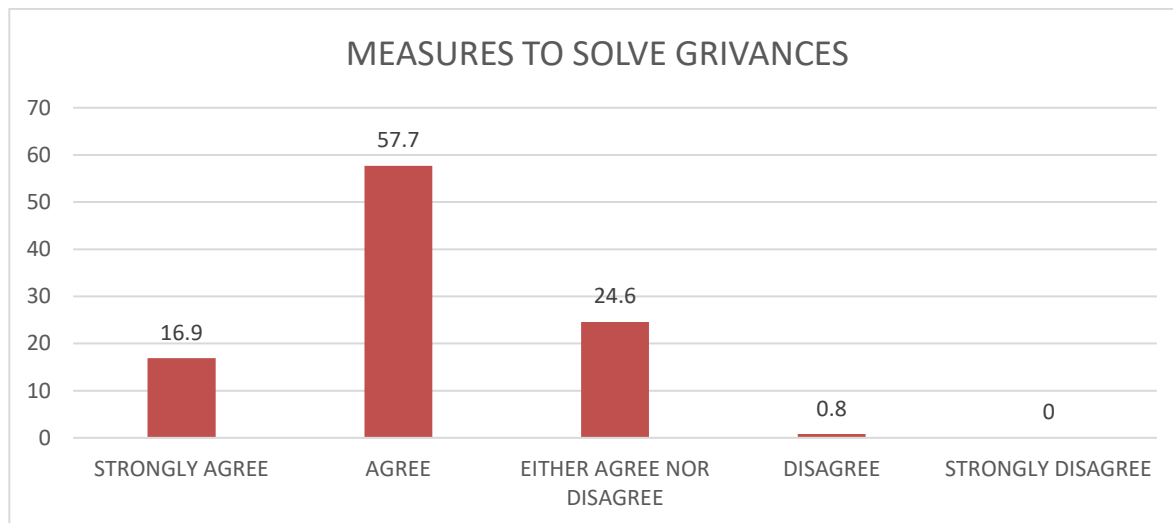


Chart 4.1.24: IMMEDIATE MEASURES TO SOLVE GRIEVANCES IN ORGANISATION

Interpretation

From the above table it is interpreted that the number of strongly agree respondents is 16.9%, agree is 57.7% ,either agree nor disagree is 24.6%, disagree is 0.8 and strongly disagree is 0.

Inference

Majority (57.7%) of the respondents says agree for immediate measures to solve grievance in organization.

Table 4.1.25: GRIEVANCES OF EMPLOYEES IN ORGANISATION IS LESS

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
HIGHLY SATISFIED	16	12.3
SATISFIED	68	52.3
NEUTRAL	46	35.4
DISSATISFIED	0	0
HIGHLY DISSATISFIED	0	0
Total	130	100

Source: Primary data.

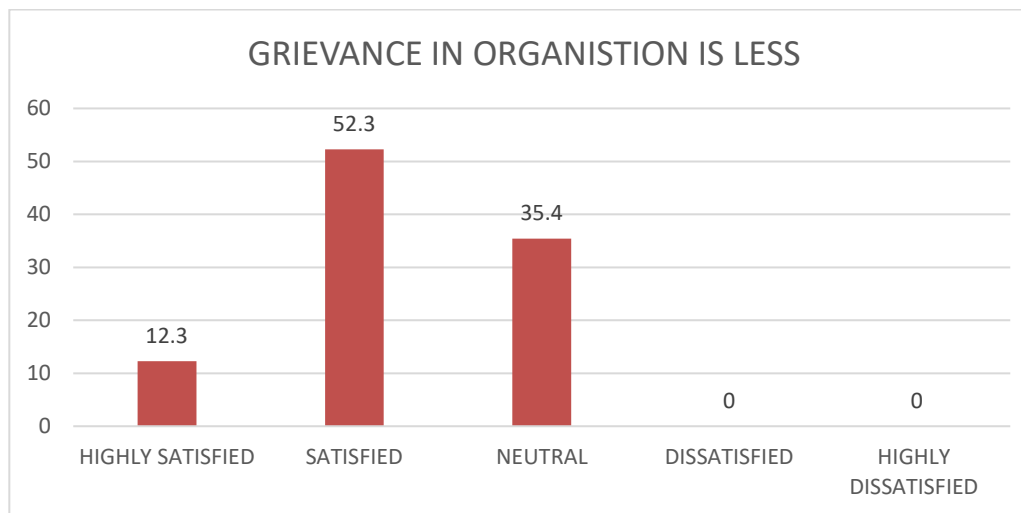


Chart 4.1.25Grievance in organization is less

Interpretation

From the above table it is interpreted that the number of highly satisfied respondents is 12.3%,satisfied is 52.3% ,neutral is 35.4%, dissatisfied is 0 and highly dissatisfied is 0.

Inference

Majority (52.3%) of the respondents says satisfied for grievance in organization is less

Table 4.1.26: PERFORMANCE APPRASIAL

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	24	18.5
VERY GOOD	44	33.8
GOOD	57	43.8
FAIR	5	3.8
POOR	0	0
Total	130	100

Source: Primary data.

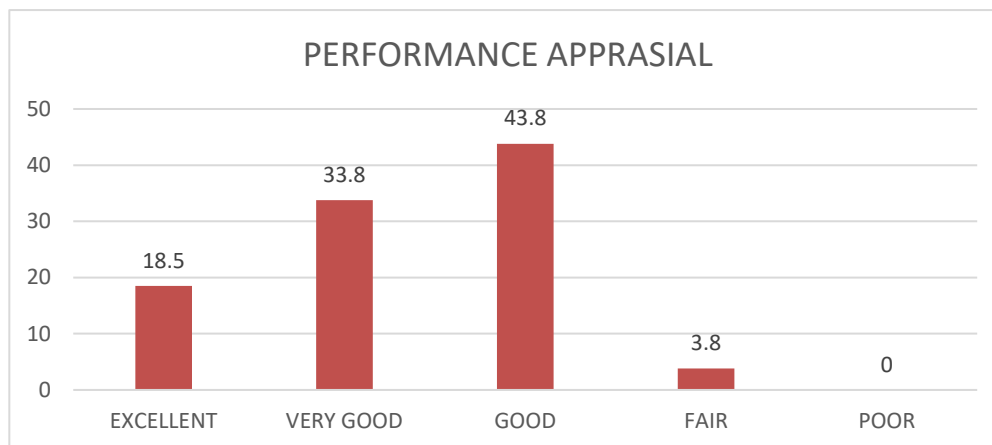


Chart 4.1.26: performance apprasial

Interpretation

From the above table it is interpreted that the number of excellent respondents is 18.5, very good is 33.8%, good is 43.8, fair is 3.8 and poor is 0.

Inference

Majority (43.8%) of the respondents says good for performance appraisal.

Table 4.1.27: SAFETY MEASURES

A. WORK INJURY

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	50	38.5
VERY GOOD	34	26.1
GOOD	44	33.8
FAIR	1	0.8
POOR	1	0.8
total	130	100

Source: Primary data.



Chart 4.1.27: WORK MEASURES

Interpretation

From the above table it is interpreted that the number of excellent respondents is 38.5,very good is 26.1%,good is 33.8,fair is 0.8 and poor is 0.8.

Inference

Majority (38.5%) of the respondents says excellent for work injury

Table 4.1.28: MATERNITY

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	43	33.1
VERY GOOD	47	36.1
GOOD	34	26.1
FAIR	6	4.6
POOR	0	0
Total	130	100

Source: Primary data.

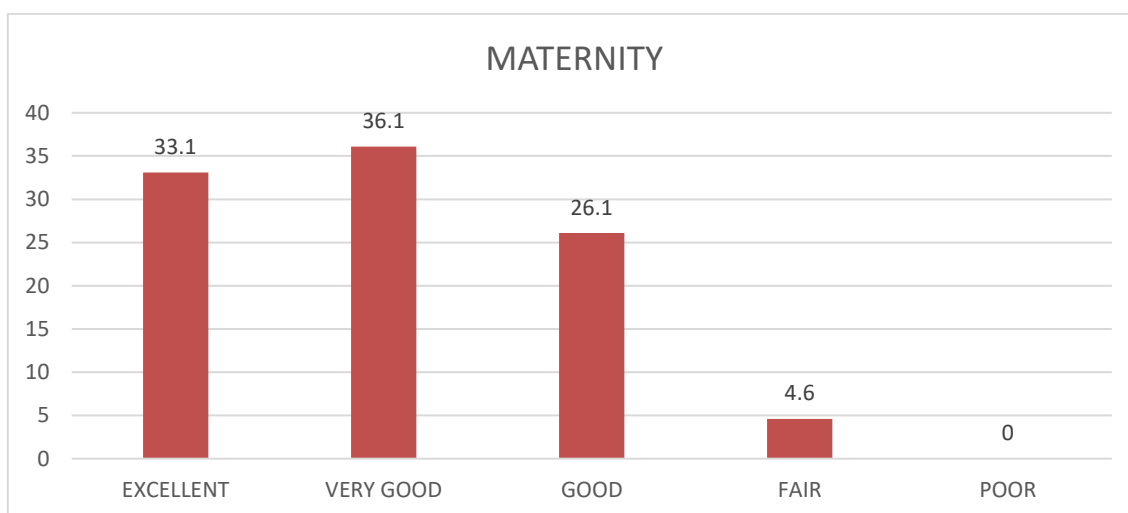


Chart 4.1.28: MATERNITY

Interpretation

From the above table it is interpreted that the number of excellent respondents is 33.1, very good is 36.1%, good is 26.1, fair is 4.6 and poor is 0.

Inference

Majority (36.1%) of the respondents says very good in maternity

Table 4.1.29: INDIVIDUAL HEALTHCARE

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	46	35.4
VERY GOOD	38	29.2
GOOD	40	30.8
FAIR	6	4.6
POOR	0	0
total	130	100

Source: Primary data.

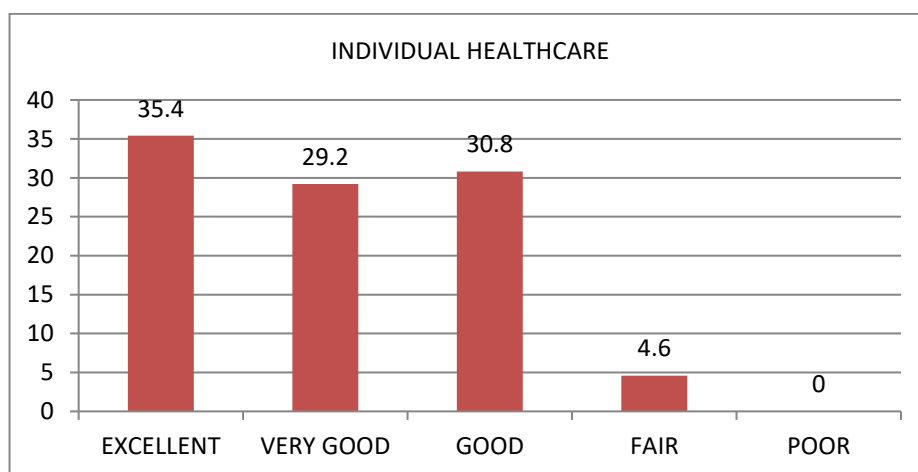


Chart 4.1.29: INDIVIDUAL HEALTHCARE

Interpretation

From the above table it is interpreted that the number of excellent respondents is 35.4,very good is 29.2%,good is 30.8,fair is 4.6 and poor is 0.

Inference

majority (35.4%) of the respondents says excellent for individual healthcare

Table 4.1.30: SAFEWORK ENVIRNOMENT

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	60	46.1
VERY GOOD	28	21.5
GOOD	38	29.3
FAIR	4	3.1
POOR	0	0
Total	130	100

Source: Primary data.

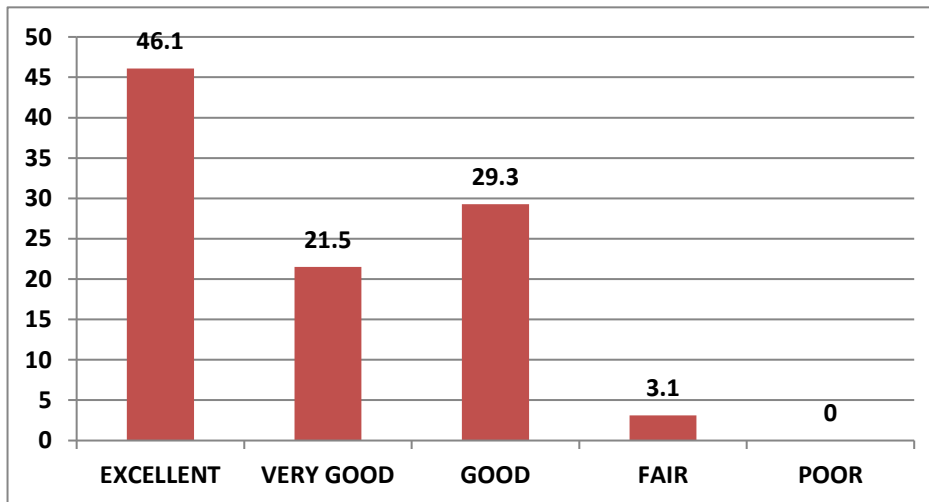


Chart 4.1.30: SAFEWORK ENVIRNOMENT

Interpretation

From the above table it is interpreted that the number of excellent respondents is 46.1,very good is 21.5%,good is 29.3,fair is 3.1 and poor is 0.

Inference

Majority (46.1%) of the respondents says excellent for safe work environment.

Table 4.1.31: PREMISES MAINTENANCE

PARTICULARS	NO OF RESPONDENT	PERCENTAGE
EXCELLENT	45	34.6
VERY GOOD	36	27.7
GOOD	43	33
FAIR	5	3.8
POOR	1	0.8
total	130	100

Source: Primary data.

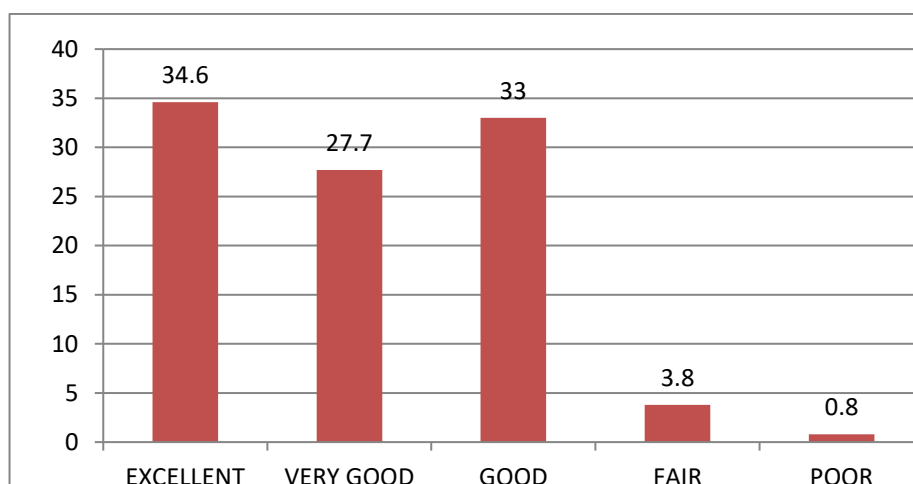


Chart 4.1.31: PREMISES MAINTENANCE

Interpretation

From the above table it is interpreted that the number of excellent respondents is 34.6, very good is 27.7%, good is 33, fair is 3.8 and poor is 0.8.

Inference

Majority (34.6%) of the respondents says excellent for premises maintenance.

Table 4.1.32: OVERALL EXPERIENCE

PARTICULAR	NO OF RESPONDENTS	PERCENTAGE
EXCELLENT	34	26.2
VERY GOOD	41	31.5
GOOD	47	36.2
FAIR	8	6.2
POOR	0	0
Total	130	100

Source: Primary data.



Chart 4.1.32: OVERALL EXPERIENCE

Interpretation

From the above table it is interpreted that the number of excellent respondents is 26.2, very good is 31.5%, good is 36.2, fair is 6.2 and poor is 0.

Inference

Majority (36.2%) of the respondents says good for overall experience

4.2 Chi-square

Table 4.2.1: Table showing the significant difference different opinion about the relationship between management and employee and age.

Null Hypothesis (H0) – There is no significant difference different opinion about the relationship between management and employee and age

Alternative Hypothesis (H1) - There is significant difference different opinion about the relationship between management and employee and age

Case Processing Summary

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
2.AGE: * 7.WHAT IS YOUR OPINION ABOUT THE RELATIONSHIP BETWEEN MANAGEMENT AND EMPLOYEES?	130	100.0%	0	0.0%	130	100.0%

Chi-Square Tests

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.283 ^a	6	.056
Likelihood Ratio	12.297	6	.056
N of Valid Cases	130		
a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .92.			

Source: Primary data.

INTERPRETATION:

Since p value is higher than 0.05, we accept the null hypothesis and reject the alternative hypothesis. Therefore, there is no significant difference different opinion about the relationship between management and employee and age.

Table 4.2.2:Table showing the significant difference between immediate measures are taken to solve employees grievance in organization and gender

Null Hypothesis H0 = There is no significant difference between immediate measures are taken to solve employees grievance in organization and gender

Alternate Hypothesis H1= There is significant difference between immediate measures are taken to solve employees grievance in organization and gender

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
3.GENDER * 21.DO YOU AGREE THAT IMMEDIATE MEASURES ARE TAKEN TO SOLVE EMPLOYEES GRIEVANCES IN THE ORGANISATION?	130	100.0%	0	0.0%	130	100.0%

Chi-Square Tests				
		Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square		5.859 ^a	3	.119
Likelihood Ratio		5.510	3	.138
N of Valid Cases		130		

a. 4 cells (50.0%) have expected count less than 5.
The minimum expected count is .13.

Source: Primary data.

INTERPRETATION

Since p value is higher than 0.05, we accept the null hypothesis and reject the alternative hypothesis.

There is no significant difference between immediate measures are taken to solve employees grievance in organization and gender

CHAPTER 5

FINDINGS

1. Majority (60%) of the respondents are in the age category of 29 – 38 years
2. Majority (86.9%) of the respondents are Male
3. Majority (75.4%) of the respondents are Graduate.
4. Majority (70%) of the respondents works at day shift..
5. Majority (50%) of the respondents says good for relationship between employees and management.
6. Majority (50%) of the respondents are satisfied .
7. Majority (48.5%) of the respondents says satisfied for respect and recognition.
8. Majority (43.1%) of the respondents are satisfied in workshifts.
9. Majority (53.1%) of the respondents says agree for work equipments to do work.
10. Majority (52.3%) of the respondents say agree for skills and talents.
11. Majority (40%) of the respondents says always for training for skill improvement.
12. Majority (46.9%) of the respondents says agree for good job security.

13. Majority (53.8 %) of the respondents agreed at there is opportunities in the organization.
14. Majority (56.9%) of the respondents says agree for instruction to get job done.
15. Majority (37.7%) of the respondents says always for rewarded for their creativity and innovation.
16. Majority (50.8%) of the respondents says agree for promotions and career development.
17. Majority (42.3%) of the respondents says highly satisfied for physical working conditions.
18. Majority (43.8%) of the respondents says highly satisfied for cleanliness and hygiene.
19. Majority (41.5%) of the respondents says satisfied for canteen facility.
20. Majority (38.5%) of the respondents says satisfied for transportation facility.
21. Majority (43.1%) of the respondents says satisfied for good drinking water.
22. Majority (43.8%) of the respondents says highly satisfied for sanitary conditions.
23. Majority (53.1%) of the respondents says agree for safety of workers.
24. Majority (57.7%) of the respondents says agree for immediate measures to solve grievance in organization.
25. Majority (52.3%) of the respondents says satisfied for grievance in organization is less.
26. Majority (43.8%) of the respondents says good for performance appraisal.
27. Majority (38.5%) of the respondents says excellent for work injury.

- 28. Majority (36.1%) of the respondents says very good in maternity
- 29. Majority (35.4%) of the respondents says excellent for individual healthcare.
- 30. Majority (46.1%) of the respondents says excellent for safe work environment
- 31. Majority (34.6%) of the respondents says excellent for premises maintenance.
- 32. Majority (36.2%) of the respondents says good for overall experience.

SUGGESTION

In today's competitive world, employees are considered as the most important assets of the organization. An assured good quality of work life not only attracts young and new talent but also retain the existing experienced talent. The study indicated that increase in quality of work life results in increase in positive work outcomes. The results of the study showed that the perception on the Motivation and Opportunities for Development has lesser impact on Quality of Work Life. Therefore, the management of Automobile Companies should motivate their employees by providing monetary and non-monetary benefits. They should understand what motivates the workers i.e. understand their desires; it may be possible to develop a system that increases employee motivation and morale at the same time. The management must encourage employees through significant reward and recognition system to put their constructive and value-added suggestions so that the employees will be more committed towards the organisational objectives. They should appreciate the workers performance because people want to feel that the company that they work for appreciates the job they are doing and their accomplishments and contributions towards growing that business. They should increase the training programmes for the development of their employees. They have to provide more growth opportunities to their workers. The results of the study showed that Health and Safety Work Condition has more influence on the QWL than others. Therefore, the Company should focus on workers' Health, Safety and Welfare by providing the necessities such as quality food and hygienic sanitary equipment's which will give to the workers psychologically, emotionally and physically fit enough to work.

CONCLUSION

Based on the analysis, it is concluded that Safe & Healthy Work Condition, Job Characteristics, Pay and Benefits, Opportunity for Development and Motivation influence the Quality of Work Life and QWL has impact on Work Performance, Job Satisfaction and Organisational Commitment. Out of five aspects, Safe & Healthy Work Condition has more strongly influence the QWL than others. Out of three work outcomes, QWL has more impact on Job Satisfaction than others. The

result of this study has verified the previous finding that employees established positive work outcomes when they have quality of work life. Based upon an understanding of employees' various needs and their QWL experiences, management can identify the strategic gap (if any) in the organization and can take further necessary actions to improve the QWL of employees. This may be helpful for an organization to be successful and to achieve organizational objectives since employees' QWL experiences are directly related with a variety of desirable work and organizational outcomes.

QUESTIONNAIRE

1.NAME:

2. Age (years) :

- ☐ 18-28
- ☐ 29-38
- ☐ 39-48
- ☐ 49 and above

3. Gender:

- ☐ Male
- ☐ Female

4. Education

- ☐ less than 10th std
- ☐ 10th
- ☐ 12th
- ☐ graduate
- ☐ post graduate

5. How long have you worked in your present job for your current employer?

- ☐ maximum months:_____
- ☐ Less than 5years : _____
- ☐ 5-10years:_____
- ☐ 10-15years:_____
- ☐ Above 20years:_____

6. Which of the following best describes your usual work schedule?

- ☐ Day shift
- ☐ Afternoon shift
- ☐ Night shift

7. What is your opinion about the relationship between management and employees?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Below average
- ☐ Poor

8. How satisfied are you with your current job?

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Highly dissatisfied

9. What do you feel about the respect and recognition you have in your job?

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Highly dissatisfied

10. Are you satisfied with work shifts you are given in job

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Highly dissatisfied

11. Do you agree that you are given updated work equipment's to do work professionally

- ☐ Strongly agree
- ☐ Agree
- ☐ Either agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

12. Do you agree that the skills and talents of the employees are used by the organization to their optimum level?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

13. Are you given proper training for skill improvement ?

- ☐ Always
- ☐ Often
- ☐ Sometimes
- ☐ Rarely
- ☐ Never

14. Do you agree that you have good job security?

- ☐ Strongly agree
- ☐ Agree
- ☐ Either agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

15. Do you agree that you are given more opportunities for growth in your organization

- ☐ Strongly agree
- ☐ Agree
- ☐ Either agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

16. Do you agree that your organization provides enough instruction to get the job done

- ☐ Strongly agree

- ☐ Agree
- ☐ Either agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

17. Do you agree that employees are rewarded for their creativity and innovation?

- ☐ always
- ☐ often
- ☐ sometimes
- ☐ never

18. Company offer adequate opportunities for promotions and career development?

- ☐ Strongly agree
- ☐ Agree
- ☐ Either agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

19. Give your opinion on the physical working condition of your company?

Physical working condition	Highly satisfied	Satisfied	neutral	dissatisfied	Highly dissatisfied
Work atmosphere					
Cleanliness and hygiene					
Canteen facility					
Transportation facility					
Good Drinking water					
Sanitary condition					

20 Do you agree that the safety of workers is a high priority in the organization?

- ☐ Strongly agree
- ☐ Agree
- ☐ Either agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

21. Do you agree that the grievance of employees in the organization are less?

- ☐ Highly satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Dissatisfied
- ☐ Highly dissatisfied

22. Do you agree that immediate measures are taken to solve employees grievances in the organization?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

23. The organization makes performance appraisal on the basis of merit and performance?

- ☐ Excellent
- ☐ Very Good
- ☐ Good
- ☐ Fair
- ☐ Poor

24. Give your opinion on the medical facilities and safety measures provided in your company?

S.No	Facilities	Excellent	Very Good	Good	Fair	Poor
1.	Work Injury					
2.	Maternity					
3.	Individual healthcare					
4.	Safe work environment					
5.	Premises maintenance					

25.. How will you rate your over all experience working in your industry?

- ☐ Excellent
- ☐ Very Good
- ☐ Good
- ☐ Fair
- ☐ Poor

26. Give your suggestions which should be improved in the Quality of Work Life of your company?

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