

A Study on Quality of Work Life and Job Performance of Employees in Paper Mills of Tamil Nadu

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ABSTRACT

Nowadays, the idea of quality of work life is gaining importance in all kinds of organizations. Better quality of work life leads to higher degree of life satisfaction and well being of employees through job performance, satisfaction and success of organizations. Significant difference is prevailing among quality of work life in paper mills and profile of employees. Adequate and fair compensation, opportunities for development, safe and healthy working conditions and social integration have significant and positive impact on performance of employees in paper mills. To improve quality of work life of employees, paper mills should ensure sufficient income and help them to meet their financial commitments and paper mills must provide healthy work environment to their employees. In addition, paper mills should give job security to their employees at least for minimum period of one or two years and they must give due consideration to the grievances of employees.

Keywords: Employees, Job Performance, Paper Mills, Quality of Work Life, Work Environment, Job Security, Income, Opportunities, Satisfaction.

INTRODUCTION:

Quality of work life is the strategies, processes and environment of organizations that keep and manage satisfaction of employees with the purpose to improve working atmosphere of employees and effectiveness of organizations for their employees (Lau and Bruce, 1998). Quality of work life is the favourable environment of organization that generates satisfaction among employees through rewards and recognition, job security and opportunities for career development. Quality of work life is also a jointly beneficial relation among home, work, employees and organizations. There are specific needs of employees viz., adequate remuneration, security for job and well beings that organizations have to satisfy and keep them cheerful and encouraged (Bagtatos, 2011).

Nowadays, the idea of quality of work life is gaining importance in all kinds of organizations. Better quality of work life leads to higher degree of life satisfaction and well being of employees through job performance, satisfaction and success of organizations (Kumar, 2012). In the present days, organizations have to be flexible, and apply strategies to enhance quality of work life employees in order meet objectives of organizations and employees (Chan et al 2007). Efficient practices of quality of work life in any organization have greater impact on performance of employees and overall growth of organization (Saraji and Dargahi, 2006) including paper mill.

According to Indian Pulp & Paper Technical Association Industrial Directory (2018), there are 29 paper mills are operating in Tamil Nadu and it produces 9.52 lakh tones in the year 2017-2018 and it provides direct employment to 1.01 lakh people and indirect employment to 1.34 lakh people. Tamil Nadu is the second largest producer of paper in India and it has around 20 per cent of share in total paper production in India. Quality of work life is one of the

important issues in paper mills because it affects job performance and life of employees. Hence, it is imperative to study quality of work life and job performance of employees in paper mills of Tamil Nadu.

REVIEW OF LITERATURE:

Jeyarathnam and Malarvizhi (2011) found that work environment, relation with others, autonomy in job, work load, safety and healthy working conditions, handling grievances and job security were the various components of quality of work life of employees in sugar mill and these components were positively influencing their productivity. Stephen and Dhanapal (2012) concluded that interpersonal relation, recognition, work environment, autonomy and opportunities for development were features of quality of work life and these features were positively related with job performance of employees.

Rathamani and Ramchandra (2013) revealed that work environment, job autonomy and security, career opportunities and motivation were components of quality of work life and it had positive relation with job performance of employees in textile industrial units. Rubel and Kee (2014) showed that compensation and benefits, behaviour of supervisor, job features, work environment and career development were influencing job performance of employees.

Haque et al (2015) indicated that compensation, safety and health measures, workload, career growth, work environment and decision making were dimensions of quality of work life and these were positively influencing job performance of employees in garment industries. Jayaraman (2016) found that timings, security for job, policies and procedures, opportunities for development, pay, decision making, readdressing grievances, recognition, break time and communication were the important components of quality of work life of employees in spinning mills.

Tripathy (2017) concluded that working environment, social, economical, job and management aspects were constituent of quality of work life and these were positively and influencing job performance of employees. Nagesh (2018) revealed that recognition and rewards, security for job, flexibility in working times, communication, enrichment of job and career development were positively influencing job performance of employees.

STATEMENT OF THE PROBLEM:

Quality of work life in the organization is unavoidable for the better operations and successfulness of employees and it has to be maintained effectually for ensuring all employees are working at their full potential and free from unnecessary disturbances. Quality of work life consists of job associated well beings and the level to which employees are recognizing and devoid of stain and negative effects. Quality of work life affects working environment, health, social welfare, expanded working hours, over time work and life satisfaction of employees. Besides, employees are not happy with various activities of their work and socialization process. The most important problem faced by employees of paper mills is accomplishment of quality of work life because the entire operations of paper mills depend on their employees. Most of employees feel that paper mills fail to provide sufficient measures to balance their personal life and work efficiently. Therefore, paper mills have to give considerable importance to quality of work life their employees for increasing productivity, reputation and commitment of employees and also achieving objectives of paper mills and needs of employees.

OBJECTIVES OF THE STUDY:

1. To study quality of work life of employees in paper mills.
2. To identify the difference among profile of employees and quality of work life in paper mills.
3. To assess impact of quality of work life on performance of employees in paper mills.

HYPOTHESES OF THE STUDY:

1. There is no significant difference in quality of work life in paper mills among profile of employees.
2. There is no significant impact of quality of work life on performance of employees in paper mills.

METHODOLOGY:

The present study is carried out in Tamil Nadu state. Employees of paper mills are chosen by using simple random sampling method and questionnaire method is used to gather data from 225 employees of paper mills. Percentages are computed to know profile of employees and mean and standard deviation are worked out for dimensions of

quality of work life in paper mills. t-test and F-test are done to scrutinize difference among profile of employees and quality of work life in paper mills. Multiple regression analysis is used to assess impact of quality of work life on performance of employees in paper mills.

RESULTS AND DISCUSSION:

Profile of Employees of Paper Mills:

The profile of employees of paper mills is given in Table-1. The findings clarify that 60.89 per cent of employees are males, while, 39.11 per cent of them are females and 25.78 per cent of them are falling under age category of 31 – 35 years, while, 11.11 per cent of them are falling under age category of more than 40 years.

The findings disclose that 36.00 per cent of employees are possessing under graduation, while, 16.00 per cent of them are having possessing secondary and 59.11 per cent of them are workers, while, 14.67 per cent of them are managers.

The findings explain that 34.22 per cent of employees are bearing 8 – 11 years of working experience, while, 7.56 per cent of them are bearing more than 15 years of working experience and 37.33 per cent of them are earning monthly income of Rs.30,001 – Rs.40,000, while 8.00 per cent of them are earning monthly income of above Rs.50,000 and 74.67 per cent of them are married, while, 25.33 per cent of them are unmarried.

Table 1: Profile of Employees

Profile	Number of Employees	Percentage
Gender		
Male	137	60.89
Female	88	39.11
Age Category		
21 – 25 Years	45	20.00
26– 30 Years	54	24.00
31 – 35 Years	58	25.78
36 – 40 Years	43	19.11
More than 40 Years	25	11.11
Education		
Secondary	36	16.00
Higher Secondary	60	26.67
Diploma	48	21.33
Under Graduation	81	36.00
Job Category		
Manager	33	14.67
Supervisor	59	26.22
Worker	133	59.11
Working Experience		
Less than 3 Years	34	15.11
4 – 7 Years	65	28.89
8 – 11 Years	77	34.22
12 – 15 Years	32	14.22
More than 15 Years	17	7.56
Monthly Income		
Below Rs.20,000	29	12.89
Rs.20,001 – Rs.30,000	55	24.45
Rs.30,001 – Rs.40,000	84	37.33
Rs.40,001 – Rs.50,000	39	17.33
Above Rs.50,000	18	8.00
Marital Status		
Married	168	74.67
Unmarried	57	25.33

Quality of Work Life of Employees In Paper Mills:

The view of employees on quality of work life in paper mills is given as below.

Adequate and Fair Compensation:

The view of employees on adequate and fair compensation in paper mills is given in Table-2.

Table 2: Adequate and Fair Compensation

Adequate and Fair Compensation	Mean	Standard Deviation
I am receiving enough income for my job	3.35	1.05
I like to continue in the existing job irrespective of compensation	3.82	1.06
I am pleased with increment given to me	3.74	1.03
My financial commitments are met adequately	3.37	1.07
I am highly compensated in my job	3.40	1.04

The employees are agreed with they like to continue in the existing job irrespective of compensation and they are pleased with increment given to them, while, they are neutral with they are receiving enough income for their jobs, their financial commitments are met adequately and they are highly compensated in their jobs.

Safe and Healthy Working Conditions:

The view of employees on safe and healthy working conditions in paper mills is given in Table-3.

Table 3: Safe and Healthy Working Conditions

Safe and Healthy Working Conditions	Mean	Standard Deviation
Work environment is healthy	3.32	1.14
Working condition is favourable	3.70	1.09
Work environment puts higher importance on safety of employees	3.84	1.05
Employees are easily getting materials for their work	3.78	1.10
Employees are given with good facilities	3.80	1.03

The employees are agreed with working condition is favourable, work environment puts higher importance on safety of employees, employees are easily getting materials for their work and employees are given with good facilities, while, they are neutral with work environment is healthy.

Opportunities for Development:

The view of employees on opportunities for development in paper mills is given in Table-4.

Table 4: Opportunities for Development

Opportunities for Development	Mean	Standard Deviation
Opportunities are given to employees for learning new techniques	3.92	0.92
Recognition is given to employees for carrying out their work in improved ways	3.88	0.91
Paper mill facilitates career development of employees	3.86	0.95
Paper mill assists employees for their self improvement	3.90	0.97
Paper mill gives job security to their employees	3.34	1.02

The employees are agreed with opportunities are given to employees for learning new techniques, recognition is given to employees for carrying out their work in improved ways, paper mill facilitates career development of employees and paper mill assists employees for their self improvement, while, they are neutral with paper mill gives job security to their employees.

Social Integration:

The view of employees on social integration in paper mills is given in Table-5.

Table 5: Social Integration

Social Integration	Mean	Standard Deviation
Employees are mutually helpful	3.85	0.96
Management gives due concentration to the grievances of employees	3.39	1.09
Employees interact in terms of thoughts and emotions	3.93	0.92
Employees have no problems to work in a team	3.81	1.02
Employees have sense of one community	3.76	1.04

The employees are agreed with employees are mutually helpful, employees interact in terms of thoughts and emotions, employees have no problems to work in a team and employees have sense of one community, while, they are neutral with management gives due concentration to the grievances of employees.

Profile of Employees and Quality of Work Life in Paper Mills:

To scrutinize difference between profile of employees and quality of work life in paper mills, t-test and ANOVA (Analysis of Variance) test are done and the results are given in Table-6.

Table 6: Difference between Profile of Employees and Quality of Work Life in Paper Mills

Particulars	t-Value / F-Value	Sig.
Gender and Quality of Work Life in Paper Mills	4.502** (t-value)	.000
Age Category and Quality of Work Life in Paper Mills	4.738** (F-Value)	.000
Education and Quality of Work Life in Paper Mills	5.409** (F-Value)	.000
Job Category and Quality of Work Life in Paper Mills	7.380** (F-Value)	.000
Working Experience and Quality of Work Life in Paper Mills	4.276** (F-Value)	.002
Monthly Income and Quality of Work Life in Paper Mills	6.344** (F-Value)	.000
Marital Status and Quality of Work Life in Paper Mills	4.710** (t-value)	.000

** Significant at 1 % level

The t-values and F-values are demonstrating significant difference exists in quality of work life in paper mills among profile of employees at one cent level.

Impact of Quality of Work Life on Performance of Employees in Paper Mills:

To assess impact of quality of work life on performance of employees in paper mills, multiple regression analysis is used and the results are given in Table-7. R^2 and adjusted R^2 are 0.57 and 0.55 correspondingly which imply the regression model has good fit and 55 per cent of variation in dependent variable is shared by independent variables. The F-value of 20.376 is revealing the model is significant at one per cent level.

Table 7: Impact of Quality of Work Life on Performance of Employees in Paper Mills

Quality of Work Life	Regression Co-efficients	t-Value	Sig.
Intercept	1.646**	12.320	.000
Adequate and Fair Compensation (X_1)	.573**	7.704	.000
Safe and Healthy Working Conditions (X_2)	.487**	6.200	.000
Opportunities for Development (X_3)	.540**	6.955	.000
Social Integration (X_4)	.452**	5.892	.000
R^2	0.55	-	-
Adjusted R^2	0.53	-	-
F	16.910	-	.000

** Significant at 1 % level

The findings explicate that adequate and fair compensation, opportunities for development, safe and healthy working conditions and social integration have positive and significant impact on performance of employees in paper mills at one per cent level.

CONCLUSION:

The findings of this study elucidate that adequate and fair compensation, safe and healthy working conditions, opportunities for development and social integration are dimensions of quality of work life of employees in paper mills. Significant difference is prevailing among quality of work life in paper mills and profile of employees. Adequate and fair compensation, opportunities for development, safe and healthy working conditions and social integration have significant and positive impact on performance of employees in paper mills. To improve quality of work life of employees, paper mills should ensure sufficient income and help them to meet their financial commitments and paper mills must provide healthy work environment to their employees. In addition, paper mills should give job security to their employees at least for minimum period of one or two years and they must give due consideration to the grievances of employees and these measures will improve job performance of employees in paper mills. Furthermore, paper mills must promote transparent and open communication to solve issues associated to job, interpersonal relation and conflicts among them. Paper mills must concentrate on personal welfare of employees through giving attractive compensation, financial assistance, optimum working hours and workload and safe work environment.

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