



## Sustainability of HRM via Quality Work Life -A Case Study

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### **Abstract**

*The study on quality of work life in Brand Factory is taking to understand the life style of the people working in retail industries, in Brand Factory and its relation in sustainability of HRM. Majority of the employees are satisfied the QWL. It is identified from the table that, the  $X^2$  test enumerates inter correlation between WQL and sustainability of HRM. Employees are satisfying about quality of life but they wished the management that should have family get together so that the staff can relax with their family and should boast some good return shun policy so that they will have less attrition.*

**Key words:** Sustainability, Human Resource Development, Quality Work Life, chi-square test, Brand

### **1. Introduction**

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. In today's global economy, organizations face various HR challenges as in recent times there is increasing importance given to human resources. Thus, managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices including job level.

Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees „quality of work life(QWL) to satisfy both the

organizational objectives and employee needs.

In this context, this paper has been designed to study the quality of work life” at “brand factory by a case study with the objectives:

### **2. Objectives and Methodology**

The main objectives of the study are -To Evaluate the HR Practice in the selected organization and make them effective; to fill the gaps arise while implementing HR practice; to make no remarks while external audit taken place and to offer suitable Suggestions to improve effectiveness of HR practices from recruitment to selection.

^This paper is framed with help of primary and secondary data source. Through simple random sampling technique, investigator collects the primary data and taken sample of 100



respondents out of 200 employees in an industry of "BRAND FACTORY," Hyderabad unit for project work purpose. Secondary data is collected from journals, authors, internal etc.  $\chi^2$  test, percentage and mean statistical tools are used in the analysis of the data

### 3. Quality of Work Life

Historically, work has occupied an important place in the life of human beings. How people have thought and felt about the working experience has also been an age old concern for both workers and managers. The term Quality of Work Life (QWL) was probably coined originally at the first international conference on QWL at Arden House in 1972 (Davis and Cherns, 1975).

According to Lloyd Suttle, "Quality of Work Life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization." It focuses on the problem of creating a human working environment where employees work cooperatively and achieve results collectively. QWL, as it is understood today, includes four essential elements:

- a. The program seeks to promote human dignity and growth.
- b. Employees work collaboratively.
- c. They determine work changes participative.
- d. The programs assume compatibility of people and organizational goals.

QWL, in short, refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work.

### 4. Factors affecting HR by issues in QWL:

The major factors that affect the quality of work life may be stated thus:

- a. **Pay:** QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their dues share in the progress and prosperity of the firm.
- b. **Benefits:** Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process. Apart from safe and healthy working conditions, they would love to have benefits of all kinds from the employer (s).
- c. **Job Security:** Employees want stability of employment. They do not like to be victims of whimsical personnel policies and stay at the mercy of employers. The workplace should offer security of the employment and the question of layoffs is opposed tooth and nail by all categories of employees these days.
- d. **Alternative work schedules:** Employees demand more freedom at the workplace, especially in scheduling their work. Among the alternative work schedules capable of



- enhancing the quality of work life for some employees are: A system of flexible working hours; groups of employees begin and end work at different intervals; involves more hours of work per day for fewer days, per week and to increase a person's level of output by providing that person with exciting, interesting, stimulating or challenging work. Such work, in turn, gives a person a chance to satisfy higher level needs and is therefore a motivational influence.
- e. **Occupational stress:** Occupational mental – health programs dealing with stress are beginning to emerge as a new and important aspect of QWL programs in recent years. Obviously, an individual suffering from an uncomfortable amount of job – related stress cannot enjoy a high quality of work life. To this end, the personnel managers have to look into the working conditions; nature of work worker's abilities etc. There must be a conscious attempt to put employees on jobs that are best suited to their talents. All avenues must be kept open so that employees not only use their talents in the service of organizational goals, but also use such contributions for their career advancement. In other words, to reduce job – related stress, the organizational must ensure the best fit between employee capabilities and organizational requirements and thereby ensure continued development of people at all levels.
- f. **Worker participation:** Employees have a genuine hunger for participation in organizational issues affecting their lives. Naturally, they demand for more participation in the decision making process at the work place. They want more democratic employer – employee relationships. Personnel managers, therefore, must be sensitive to the internal sounds and sights of the corporate citizens who are voluntary members of the organization and provide for a less autocratic and more participative style of leadership.
- g. **Social integration:** According to Prof. Walton, the work environment should provide opportunities for preserving an employee's personal identity and self – esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization. There should be equal treatment in the work place.
- h. **Work and total life space:** A person's work should not overbalance his life. Ideally speaking work schedules, career demands and other job requirements should not eat too much into a person's leisure time and family life.

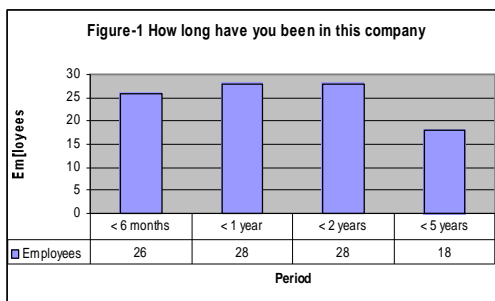
## 5. Quality of Work Life in Brand Factory –Empirical Study Results

### A). Work experience

Employees at Brand Factory have served the company since its establishment by their improved skills

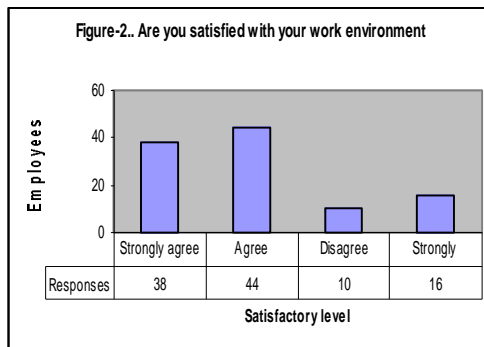


and efficiencies. Figure 1 reveals that about 26 per cent of the employees have worked for < 6 months, 28 per cent people have worked for < 1 year 28 per cent people have continued their service the period of < 2 years and the major part i.e., 18 per cent of employees have served the company for more than 5 years at Brand Factory.



**B). Job Satisfactory level**

From the Figure 2, it is found that 44 per cent employees agree that their main satisfaction comes from job, 38 per cent employees strongly agree with this statement, 10 per cent of the employees stand against this statement. Whereas 16 per cent employees derive their main satisfaction from other source, therefore they strongly disagree to it.



**C). Base of promotions**

Figure 3, have revealed that 40 per cent of the employees agree that promotion is purely based on performance, 38 per cent of the employees has strongly agreed whereas 16 per cent and 6 per cent of the employees Disagree and strongly disagree to the statement.

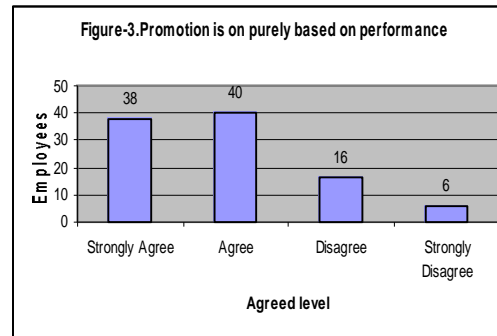
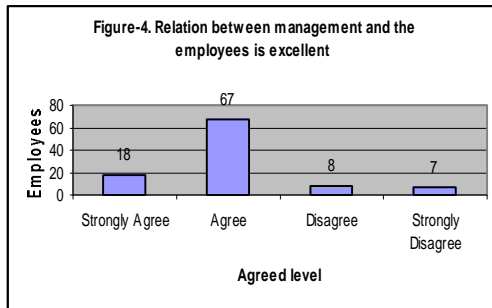


Figure- 4 indicates that 67 per cent of the employees agree and 18 per cent of the employees strongly agree that Brand Factor maintains a fair policy for one and all where as 8 per cent of the employee's think that there has been partially and injustice at some cases and 7 per cent of the employee's are strongly disagreeing with the discrimination done in the plant level.

**D). Giving time to family after office work**

About 44 per cent of the employees agree and 20 per cent of the employees strongly agree, that Brand Factory maintains a fair policy for one and all. Whereas 36 per cent of the employees are disagree with the discrimination done in the store level.



**E). Satisfaction level on the safety action of management**

It is observed that 58 per cent of the employee’s feels that the management is concerned about the safety action, 20 per cent of the employees strongly feel this. But management is still unable to satisfy 16 per cent of the employee’s 6 per cent of the employee strongly oppose this which means that management has to give attention towards safety.

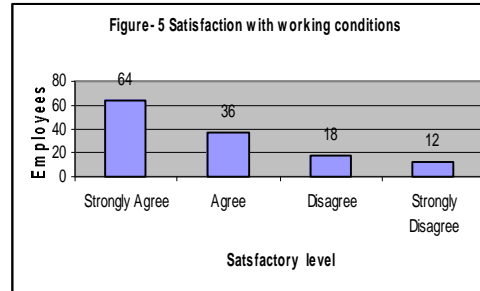
**F). Maintaining good health**

About 56 per cent of the employees are maintaining good health, 28 per cent of the employees are maintaining very good health. The 12 per cent of the employees are facing health problem and 4 per cent of the employees are severely affected

**G). Satisfaction with working conditions**

Figure 5 shows the different options of the employees regarding their job security. The 36 per cent of the employee’s say their jobs are secured in future and 34 per cent of the employees strongly agree this statement and on other side 18 per cent of the employees are not sure about their security and 18

per cent of the employees strongly feel that their job is in secured in future.



**H). Enjoyable level of Company clubs**

The study observed that about 60 per cent of the employees enjoy their social gathering it company club, 7 per cent of them heartily enjoy, 30 per cent of the employee’s feel that there are few lacking and loopholes in the existing club activities 3 per cent of the employees are least interested.

**6. Correlation between WQL variables and sustainability of HRM**

The figure 6 shows the employees perception levels on the quality work life at work place. ‘S’ series denotes Employees’ Statements on quality work life. The study assumed that there may be a inter correlation between satisfactory variables and sustainability of HRM which have considered in the study.

To find out the comparisons between factors, the chi-square test ( $X^2$ ) which is most popular non- parametric test of significance in social science research is operated. Unlike other tests of significance, the chi-share is used to make comparisons between frequencies

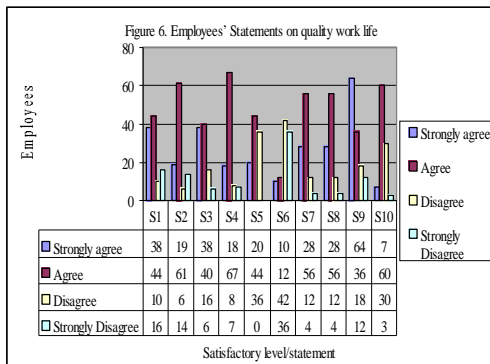


rather than mean squares. This test evaluated whether the difference between the observed frequencies and expected frequencies can be attributed to chance or actual differences.

**Statement of the problem:** The researcher is interested in knowing whether the QWL effects on sustainability of HRM.

**Formulate the (null) hypothesis (H<sub>0</sub>):** The QWL may be effects on sustainability of HRM. Thus it is assumed that there is inter correlation occurred

**State the level of significance:** It is stated that the correlation shows at 5 percent level significant level of acceptance.



**Note:** Statement (S1) denote satisfied with work environment followed by- (S2) qualifications matches with current job (S3) Promotion is on purely based on performance (S4) Relationship with management is excellent (S5) No Discrimination on the basis of Race, Religion and Gender (S6) enough time to your family after office work (S7) satisfied with management's safety action (S8) you maintaining good health (S9) Satisfaction with working conditions

(S10) social gathering at company clubs is enjoyable.

**State the decision rule:** The rule is – accept the null hypothesis (H<sub>0</sub>), if the calculated value of X<sup>2</sup> is less than the degrees of freedom (critical) value i.e., X<sup>2</sup>-table value. If calculated value is more than the table value, reject null hypothesis (H<sub>0</sub>) i.e., accept the alternative hypothesis.

**X<sup>2</sup> Results:** it is identified from the table that, the X<sup>2</sup> value 7.57 is less than table value of 7.81. The difference of degree of freedom is recorded at 0.14 and accepted the null hypothesis @ 5 percent level of significance. Hence there is a inter correlation between WQL and sustainability of HRM.

## 7. Findings

The study observed the following.

- About 50 per cent of the employee's are working since last 2 years.
- Majority of the employees are satisfied with their current job.
- About 60 per cent of the staff has agree about their qualification is matching with their current job.
- About Majority of the employees have agreed that promotions are purely based on the basis of their performance.
- About 80 per cent of the employees say that the relationship between the management and employees is healthy.



- Out of 100 staff, 36 staff feels that they don't have time to spend with the family.
- Majority of the employees agree with the safety action provided by the management.
- About 84 per cent of the employees maintain good health.
- About 70 per cent of the people enjoying the programs conducted by the management.
- Most of the employees are satisfy with working condition and facilities provided by the management.
- Most of the employees are enjoying the clubs conducted by the management.

#### **8. Conclusions:**

The study found that majority of the employees are happy, only constrains they feel was that they don't have sufficient time to spend with the family members. The  $X^2$  test enumerate that there is a inter correlation between WQL and sustainability of HRM. However, they wished the management that should have family get together so that the staff can relax with their family and should boast some good return shun policy so that they will have less attrition. Therefore, it is advised to the companies that QWL should be taken place for sustainability of HRM to achieve the organizational goals.

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