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## **An Empirical Study on Factors Determining the Quality of Work Life (QWL) of Employees at Pharmaceutical Companies in Bangalore.**

**DR S. RAJKUMAR<sup>1</sup>,**

Associate Professor

Department of Business Studies

Mount Carmel College, Autonomous

Bangalore – 560052

**PROF. NITU SHARMA<sup>2</sup>**

Associate Professor

Mount Carmel Institute of Management

58, Palace Road, Bangalore – 560052

### **ABSTRACT:**

Quality of work life (QWL) is a process in an organization which reveals its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. The present study aims to explore the various factors that influence the quality of work life in the Pharmaceutical companies in Bangalore. Data was collected conveniently from 80 professionals working in the pharmaceutical industry. Exploratory factor analysis revealed various factors responsible for, which significantly influence the quality of work life: compensation, professional personal growth, human relation, work environment, Job Security, Job Satisfaction and work-life balance. The study also revolves around the perceptions of quality of work life among the employees, its importance and bearing on their performance and productivity which affects the organization's performance and provide suggestions in order to improve the quality of work life.

**Key Words:** QWL, Job Satisfaction, Job Security, Work Environment and Conducive Environment.

## **INTRODUCTION:**

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations.

The major conceptual categories, quality of work life deals with are adequate and fair compensation, safety and health, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life.

## **STATEMENT OF THE PROBLEM:**

The success of any organization 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 scope of QWL movement which originally included only job redesign efforts based on the socio-technical systems approach has gradually widened very much so as to include a wide variety of interventions such as quality circles, suggestion schemes, employee participation, empowerment, autonomous work teams etc. 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.

Hence this study revolves around the perceptions of quality of work life among the employees, its importance and bearing on their performance and productivity which affects the organization's results and also seeks to provide suggestions in order to improve the quality of work life.

## OBJECTIVES OF THE STUDY

### Primary Objective:

- To study the quality of work life among employees at Pharmaceutical Companies.

### Other objectives

- To study the perception of employees towards quality of work life
- To identify issues that contribute to the quality of work life
- To correlate quality of work life to satisfaction and performance of employees
- To provide appropriate suggestions to improve the quality of work life

## METHODOLOGY:

The study is an empirical study based on survey method collected from over 80 respondents over pharmaceutical industry in Bangalore. The perception of the respondent's forms the basic data for the purpose of analysis. Questionnaires were carefully prepared and administered to the respondents. Personal interview was conducted in order to collect the information from the respondents. Determining sample size, collection, classification and interpretation of data and also summarize the finding and related them to the statement of research and objectives.

## SOURCES OF THE STUDY

The data relevant to the study was collected through both primary and secondary data.

- **PRIMARY DATA:** Primary data is the information collected for research at hand. Primary data was collected with the help of a structured questionnaire. The questionnaire contained queries that were relevant to the purpose of the study as well as pertinent information was obtained. It was also obtained by having a personal conversation with the manager of Pharmaceutical companies in Bangalore.
- **SECONDARY DATA:** Secondary data is the information which already exists. The secondary data for this research was obtained from the company records and other details available on the internet, journals, corporate magazines and service management text books.

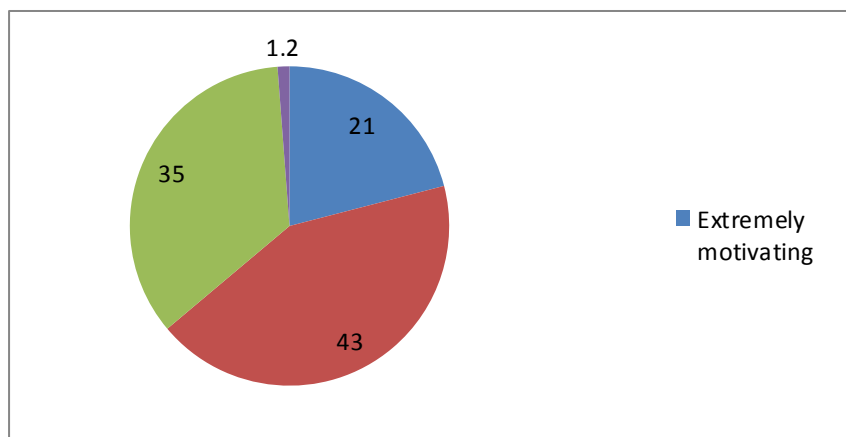
## RESEARCH MEASURING TOOL:

The research tool selected for this project is: QUESTIONNAIRE- It will be structured and it may contain questions associated with employees' personal, social and economical ideas.

### DATA ANALYSIS AND INTERPRETATION

The data obtained from the structured questionnaire will be interpreted and recorded. The table and graph were constructed using data from the questionnaire through simple techniques like average, percentage, ratio's etc., which was used for analyzing the acquired data.

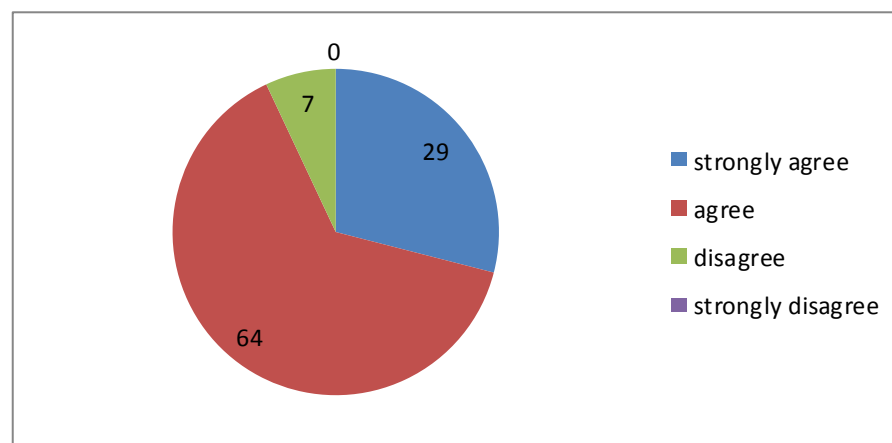
#### GRAPH SHOWING HOW MOTIVATING THE WORK ENVIRONMENT IS:



#### INFERENCE:

It was inferred that quite a large number of people found the work environment slightly demotivating, which needs to be taken care of in the Industry.

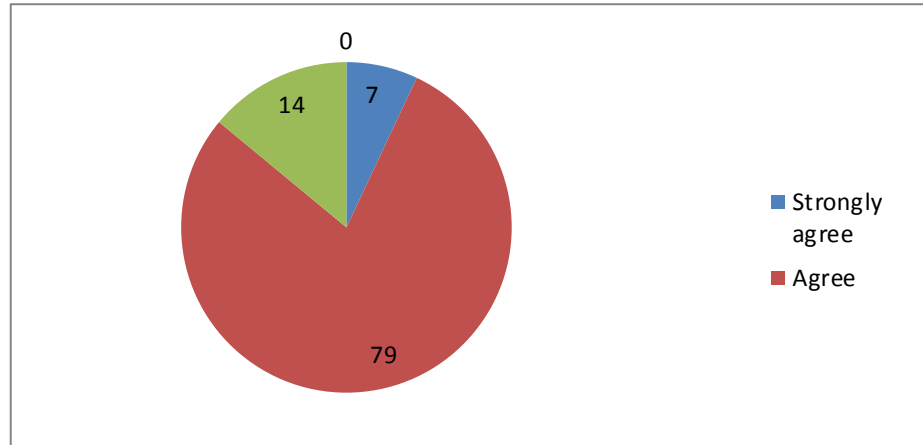
#### GRAPH SHOWING THE SATISFACTION OF THE RESPONDENTS WITH THE WORKING CONDITIONS PROVIDED BY THE COMPANY:



#### INFERENCE:

It was inferred that most of the respondents are satisfied with the working conditions of pharmaceutical companies. .

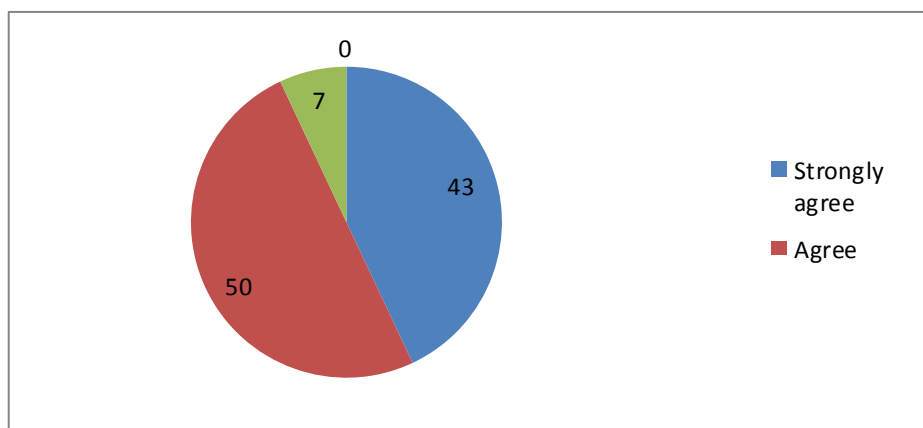
**GRAPH SHOWING THE FEELING OF PRESSURE REGARDING TIME AND SCHEDULES IN THE JOB:**



**INFERENCE:**

It was inferred that there is quite a lot of pressure on the respondents regarding time and schedules. While optimum level of pressure is good, too much of it may be harmful for the work environment.

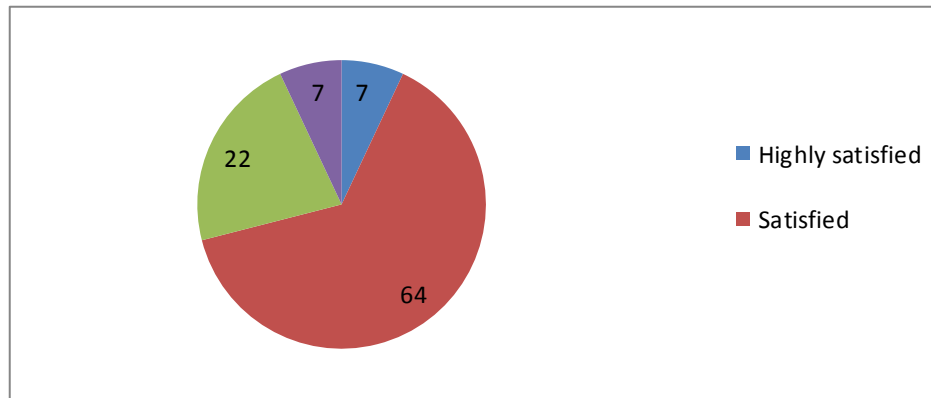
**GRAPH SHOWING THE FEELING OF SENSE OF BELONGINGNESS OF THE RESPONDENTS**



**INFERENCE:**

It was inferred that there exists quite a strong feeling of sense of belongingness among the employees.

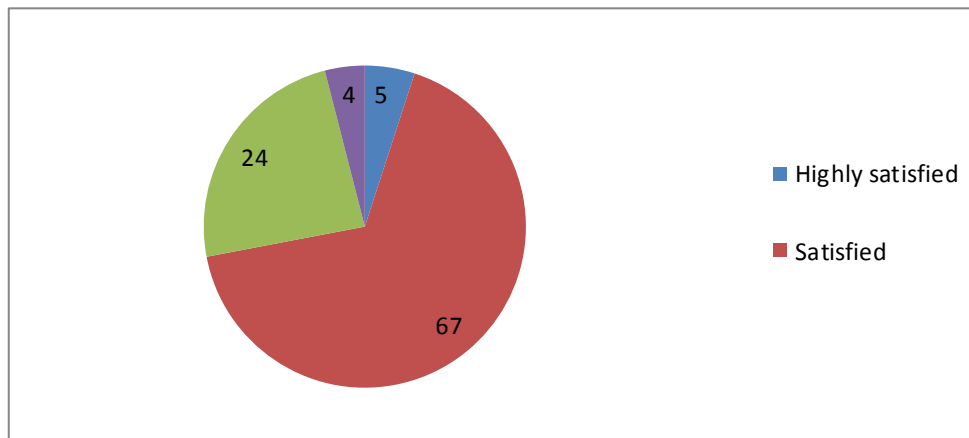
**GRAPH SHOWING SATISFACTION WITH SUPERIOR'S LEADERSHIP QUALITIES:**



**INFERENCE:**

It was inferred that though quite a large number of the respondents were satisfied with their superior's leadership qualities, few of them weren't which may prove to be a threat to the organization.

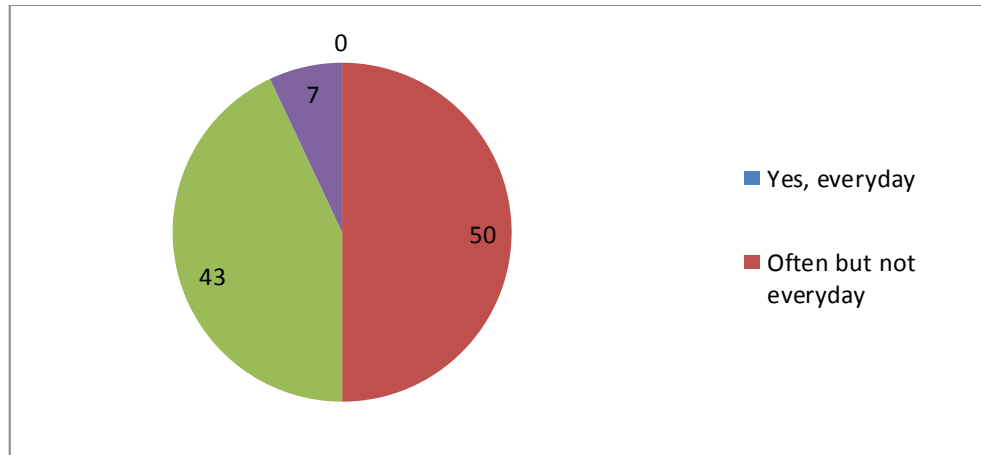
**GRAPH SHOWING THE LEVEL OF SATISFACTION WITH THE PERFORMANCE ENHANCEMENT DISCUSSION:**



**INFERENCE:**

It was inferred that though more than 70% of the respondents were satisfied with their discussions, there were quite a few who weren't and this requires the attention of the superiors.

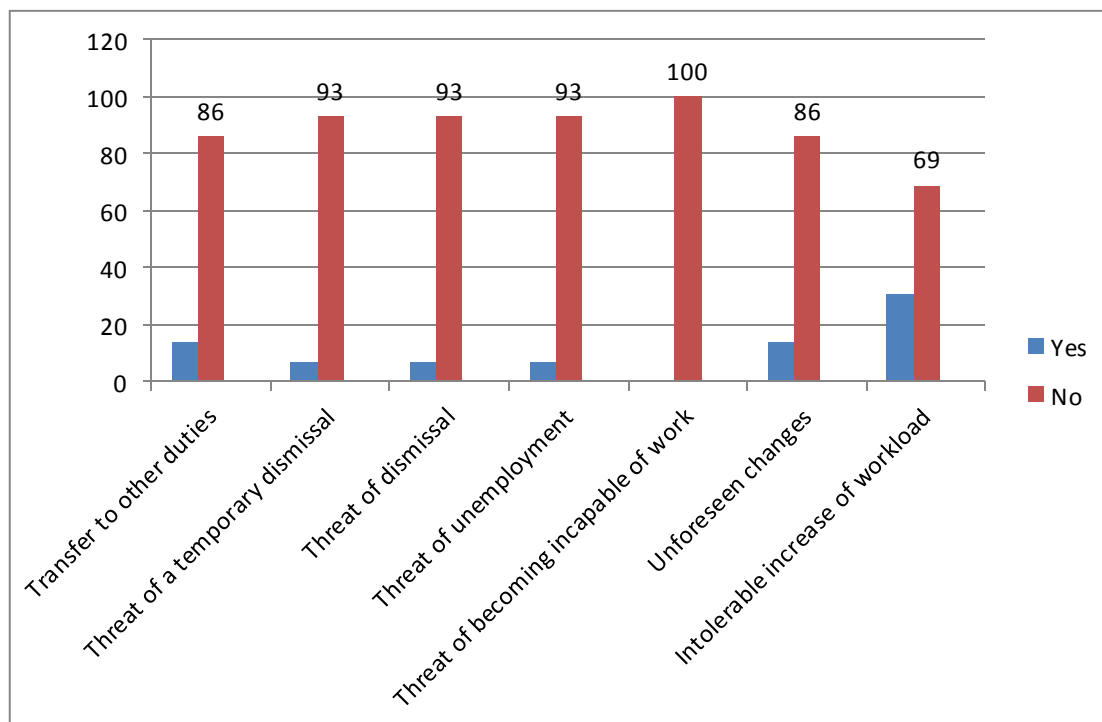
**GRAPH SHOWING WHETHER THERE HAVE BEEN CONFLICTS IN THE FAMILY REGARDING THE WORKING HOURS:**



**INFERENCE:**

It was inferred that there were conflicts happening in the households of the respondents regarding the timings which is not a good sign for the quality of work life.

**GRAPH SHOWING IF THE JOB OF THE RESPONDENTS CARRIES ANY OF THE FOLLOWING INSECURITY FACTORS:**



**INFERENCE:**

It was inferred that though there are not many factors inducing insecurity among the respondents, there a quite a high fear of intolerable work load.

**SUMMARY OF FINDINGS:**

- It was found that majority of the respondents were working at the company for more than 5 years.
- It was found that more than most of the respondents found the work environment to be fairly motivating.
- It was found that more than most of the respondents agree that working conditions are satisfactory.
- It was found that almost all of the respondents believe that the other departments in the organization co-operate with each other.
- It was found that majority of the respondents felt free to offer comments and suggestions.
- It was found that more than most of the respondents agreed that there is pressure regarding time and schedules in the job.
- It was found that majority of the respondents agreed that there is a harmonious relationship with their colleagues.
- It was found most of the respondents agreed that they felt a sense of belongingness towards.
- It was found that more than majority of the employees were satisfied with their superiors' leadership qualities.
- It was found that almost all the respondents were involved in performance enhancement discussions with their superior.
- It was found that most of the respondents had conflicts in their family regarding working hours often.
- It was found that almost majority of the respondents would not take up a better paying job offered by another company.
- It was found that most of the respondents agreed that there are training opportunities provided to improve professional skills.
- It was found that majority of the respondents were of the opinion that the training provided by the organization enhanced their skills.
- It was found that most of the respondents agreed that the training programs help in improving relationships among the co-workers within a department.
- It was found that most of the respondents rated the training programs 3.
- It was found that majority of the respondents were split between agreement and disagreement that they were paid adequate and fair compensation for the work done.



- It was found that there was quite a split opinion of the respondent's agreement and disagreement that the organization pays salaries considering the responsibilities at work.
- It was found that most of the respondents agreed that they are appropriately recognized and appreciated for the efforts put into work by them.
- It was found that most of the respondents agreed that rewards are linked with performance.
- It was found that all the respondents opined that they were provided with insurance, retirement benefit and health check up.
- It was found that almost all the respondents agreed that there is a payment by results system in the organization.
- It was found that most of the respondents were satisfied and were comfortable with their job.
- It was found that majority of the respondents felt secure about their job.
- It was found that 31% of the respondents find a threat of intolerable increase in workload, and 14% respondents fear transfer to other duties and unforeseen changes.
- It was found that there was a split opinion of the respondents regarding the advancement opportunities in the organization being poor while and it being good.
- It was found that most of the respondents found it very important to advance to a better position at their workplace.
- It was found that majority of the respondents were of the opinion that they had the potential to cope with more demanding duties.
- It was found that almost all the employees were of the opinion that they had the freedom to alter their duties and responsibilities without obstructing their goals while the rest denied the same.

### **CONCLUSION:**

This report was undertaken for the purpose of finding the quality of work life experienced by the employees of pharmaceutical companies in Bangalore. The questionnaire was distributed to 80 employees mainly concentrating on the pharmaceutical field, and the conclusions were arrived at.

From the feedback collected it could be concluded that the sample, which was a fine blend of different age groups, married and single personalities, graduates and post graduates having varied family sizes, was fairly satisfied with the non-monetary benefits and rewards and the working environment, relationships and the feeling of job security prevailing in their employments. But the sample wasn't very satisfied with the monetary benefits, training and development facilities, superior's leadership qualities, working hours.

The intrinsic job factors like recognition, sense of belongingness etc are quite satisfactory according to the sample. The sample also agreed that there were performance enhancement discussions, but quite a few employees were unhappy with the discussions held. Most of the respondents were of the view that they had the potential to cope with higher responsibilities than what they shouldered presently. There also existed the factor of intolerable increase in workload.

The sample is also of the view that the self development and creative advancement area is well nourished by the company.

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