

A study of work related factors job satisfaction and performance of employees in small scale industrial units in Allahabad district

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Abstract

The correlation analysis shows that the work related factors of healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are moderately and positively associated with overall quality of work life of employees in small scale industrial units. Meanwhile, the job satisfaction also directly and positively influences the performance of employees in small scale industrial units. To improve quality of work life is first to identify and then try to satisfy employee's important needs through their experience in their working environment. Since the healthy and safe working environment is important for employees to work efficiently, the small scale industries should provide good and safe working conditions for employees and provide the necessary working facilities to them.

Keywords: job satisfaction, performance, quality of work life, correlation

Introduction

Quality of work life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trust worthy, responsible and capable of making valuable contribution. They should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, the administrative system and the relationship between life on and off the job. Quality of work life consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employers, based on labor-management cooperation.

Initially quality of work life was focusing on the effects of employment on the general wellbeing and the health of the workers. But now its focus has been changed. Every organization needs to give good environment to their workers including all financial and non-financial incentives so that they can retain their employees for a longer period and for the achievement of the organization goals. The quality of work life approach considers people as an asset to the organization rather than as cost. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

In the small scale industry, the employees are the most important resources or assets. They endeavour to provide excellent products, meet and execute customer expectations, achieve competitive advantage and exceptional organizational performance. So, human resources play a pivotal role among the various other resources which are required for ensuring the growth and development of this industry. The availability of skilled managerial and technical manpower in India will contribute considerably to the prosperity of the small scale industry in future. Therefore, the present study is made to

analyze the structural relationship between work related factors of quality of work life, job satisfaction and performance of employees in small scale industrial units in Allahabad district.

Methodology

Among the different districts in Uttar Pradesh, Allahabad district has been purposively selected for the present study. Three hundred employees of small scale industrial units have been selected by adopting random sampling technique through pre-tested and structured questionnaire and the data and information pertain to the year 2013-2014. In order to understand the socio-economic profile, level of job satisfaction and level of performance of employees of small scale industrial units, frequency and percentage analysis are carried out. Correlation analysis has been employed to study the relationship between work related factors and overall quality of work life of employees of small scale industrial units. In order to examine the structural relationship between work related factors, job satisfaction and performance of employees in small scale industrial units, Structural Equation Model (SEM) has been applied.

Results and Discussion

The socio-economic profile of the employees of small scale industrial units was analyzed. The results show that about 58.67 per cent of employees are males and the rest of 41.33 per cent of them are females. The results indicate that about 44.00 per cent of employees belong to the age group of 31-40 years followed by 21-30 years (38.33 per cent) and 41-50 years (17.67 per cent).

The results reveal that about 44.67 per cent of employees are educated upto secondary level followed by higher secondary (39.33 per cent), diploma (11.33 per cent) and under graduation (4.67 per cent). It is clear that about 61.67 per cent

of employees are married and the rest of 38.33 per cent of them are unmarried. It is observed that about 64.66 per cent of employees are workers followed supervisors (26.67 per cent) and managers (8.67 per cent).

Relationship between work related factors and overall quality of work life of employees

The relationship between work related factors and overall quality of work life of employees of small scale industrial units was analyzed by adopting correlation analysis.

The results show that the correlation co-efficient between healthy and safe working conditions and overall quality of work life is 0.42, which is moderately and positively associated with each other at one per cent level of significance. Adequate and fair compensation and overall quality of work life is moderately and positively correlated with each other with the value of 0.44, significant at one per cent level of significance.

The results indicate that the correlation co-efficient between growth and development and overall quality of work life is 0.43, which is moderately and positively associated with each other at one per cent level of significance. The self-improvement and job security and overall quality of work life is moderately and positively correlated with each other with the value of 0.45, significant at one per cent level of significance.

The results reveal that the correlation co-efficient between social integration and overall quality of work life is 0.41, which is moderately and positively associated with each other at one per cent level of significance. It shows that there is a significant relationship between works related factors and overall quality of work life of employees in small scale industrial units. Hence, the null hypothesis of there is no significant relationship between work related factors and overall quality of work life of employees in small scale industrial units is rejected.

Level of Job Satisfaction of Employees

The level of job satisfaction of employees of small scale industrial units was analyzed. The results show that about 50.67 per cent of employees perceive that their job satisfaction level is at medium followed by low (33.00 per cent) and high (16.33 per cent).

Level of Job Performance of Employees

The level of job performance of employees of small scale industrial units was analyzed. The results indicate that about 51.33 per cent of employees perceive that their job performance level is at medium followed by low (31.67 per cent) and high (17.00 per cent).

Relationship among work related factors, job satisfaction and performance of employees

The standardized co-efficient for job satisfaction against SIJS (Self Improvement and Job Security) is 0.272 and the standardized coefficient for job satisfaction against SI (Social Integration) is 0.221 which shows that these values are significant at one per cent level. Therefore, it is inferred that Self Improvement and Job Security and Social Integration directly and positively influence the job satisfaction. The

standardized coefficient for performance against job satisfaction is 0.340 and it is significant at one per cent level. Therefore, it reveals that the job satisfaction directly and positively influences the performance of employees in small scale industrial units. Hence, the null hypothesis of, there has no significant structural relationship between works related factors, job satisfaction and performance in small scale industrial, units is rejected.

The model indicates an excellent fit with Chi-square statistic of 1.54. The Goodness of Fit Index (GFI) is 0.98 and Comparative Fit Index (CFI) is 0.99. These GFI and CFI indicate perfect fit. The standardized Root Mean Residual (RMR) is 0.04 and Root Mean Square Error of Approximation (RMSEA) is 0.03 indicating an excellent fit.

Conclusion

The results indicate that majority of employees of small scale industrial units are males and most of them belong to the age group of 31-40 years. Majority of them are educated upto secondary level and majority of them are married and most of them are workers. The correlation analysis shows that the work related factors of healthy and safe working conditions, adequate and fair compensation, growth and development, self-improvement and job security and social integration are moderately and positively associated with overall quality of work life of employees in small scale industrial units.

Since the healthy and safe working environment is important for employees to work efficiently, the small scale industrial units should provide good and safe working conditions for employees and provide the necessary working facilities to them. The small scale industrial units must ensure that employees are getting sufficient income and increment should be paid based on the performance of the employees and it will motivate them to perform well.

The small scale industrial units should provide opportunity to employees for learning new techniques and also for knowledge development. Besides, employees should be encouraged to adopt modern and innovative methods to enhance the productivity. The small scale industrial units ensure the career growth and self-improvement of employees and also job security and it will reduce the mental pressure of employees, in turn, it will increase their performance.

The small scale industrial units allow employees to interact in terms of ideas and feelings with others and the management should pay attention to the grievances of the employees in order to create a smooth and conducive climate to increase the work efficiency. The small scale industrial units should create a career growth opportunity within their environment that may lead to a better performance and, therefore, a better productivity. Moreover, participation management will increase the enthusiasm of employees as they will have an opportunity to participate giving their ideas. So, the small scale industries can focus on it.

Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. So, it is up to the small scale industrial units to focus on their workers and improve their quality of work life so that attrition, absenteeism and decline in workers' productivity can be checked. To improve quality of work life is first to identify and then try to satisfy employee's important

needs through their experience in their working environment. Since the healthy and safe working environment is important for employees to work efficiently, the small scale industries should provide good and safe working conditions for employees and provide the necessary working facilities to them. Besides, the small scale industrial units allow employees to interact in terms of ideas and feelings with others and the management should pay attention to the grievances of the employees, in order to create a smooth and conducive climate to increase the work efficiency.

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