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Quality of Work Life among Employees Working in Mahindra & Mahindra Auto Private Limited

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Abstract: *The most interesting approach in Motivation is the Quality of work life. QWL induces the employees to participate actively in molding and shaping the work environment accordingly. This helps employees working in the organization to be more effective that results in improved quality of work life. Thus, the Quality of Work Life can be referred to the level of involvement, commitment, motivation and the satisfaction of individuals who experience their lives at work predominantly. It depends upon demographic factors, personal factors, external and internal factors affecting both the employees as well as the organization. This research study reveals answers for all these questions. The samples were collected through questionnaires from 120 respondents from Mahindra & Mahindra Auto Private limited. Percentage Analysis, Chi-Square tests and ANOVA are the tools used for analyzing data. The finding of the study suggests when all these factors are considered: Good working environment, good welfare measures and benefits, career development and opportunities, Social recognition and high standard of living.*

Keywords: *Quality of Work Life, Work environment, organization, motivation, factors.*

I. INTRODUCTION

Quality of work life is considered to be one of the most interesting and important approach of Motivation. The nature of Work environment determines the general health of any organization. The improved Quality of work life is resulted from the active participation of employees in shaping up the work environment. The work environment is considered to be favorable when these following conditions are being achieved: i) A proper system in employee compensation ii) Secured Job and satisfying careers iii) higher level of job satisfaction iv) Open communication v) Excellent facilities for developing employee skills vi) greater employee participation in management decisions vii) good employer- employee relationship viii) greater commitment on the part of employees ix) increasing motivation and improving employee morale x) reduction in the excessive stress condition xi) excessive complaints and grievances reduction xii) minimizing the optimum level of conflicts xiii) reduced absenteeism and labor turnover. QWL is made up of with certain set of organizational conditions and practices in which QWL exists only when independent management practices such as job enrichment, safe working condition, employee dignity and equality are present. The people working in the organization are considered to be an asset. This approach motivates not only by satisfying economic needs but also by satisfying with socio- physiological ones to the people working in the organization. Current organizational experiment tries to improve the level production in the organization as well as improve the quality of work life among its members. It is concerned with improving labor-management co-operation in fixing many organizational problems resulting in achieving the desired level of performance and securing higher level of employee satisfaction.

The term "Quality of life" is used to describe certain environmental and humanistic value which is neglected by the industrial productivity and economic growth. The factors such as: Increase in Educational level, Union pressures, Increase in job aspirations of employees, greater awareness among Employees and the growth in the concept of Human Resource Development has contributed to the current growth of QWL. However, Present workforce realized the importance of relationships that tries to strike a balance between the personal life and the professional life to enhance each individual satisfaction in the work sector.

QWL acts a prime role in any organizational development that shows an effect on the people, their work and their performance and also on their self-appraisal respectively. A Good QWL leads to that atmosphere where there exists a good impersonal relationship among employees motivated for their development. The relationship between the employees and the Ecosystem in which they work creates a safe working environment to work co-operatively between each other and achieve organizational outputs efficiently. Thus, QWL can be described to the extent to which the members of an organization find the work environment conducive.

A. *Why 'Quality of Work Life' is Considered to be an Important Aspect in the Work Place*

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“Quality of work life” is considered to be important for the following reasons:

Enhance stakeholder’s relations and credibility: Growing companies that focuses on QWL try to maintain their relationships with their key stakeholders like consumers, suppliers and employees etc.by sharing their opinions and performance on complex social issues and develop interest among them.

Increase productivity: The Programmes that helps employees in balancing their work and lives outside the work will lead to the greater productivity. By encouraging employees thought, value, commitments and providing support and recognition by an organization will induce an employee to work forward without any stress and pressures and helps employees to focus on achieving production on a high rate.

Attraction and Retention: Work life strategies have enabled the new skilled employees who prefers for a flexible working hours would be benefitted through QWL strategies and keeping existing ones satisfied. This would avoid losing an experienced worker and recruiting someone new.

Improve quality of working lives: Minimizing work-life role conflicts, minimize stress and fatigue at work, by maintaining healthy working habits and by managing the flow of work enables employees to balance one with other roles in their lives and people have more satisfying working life.

Job involvement: Companies with QWL have employees with high degree of job involvement as employees put their best to the job and report good performance. Achievement and recognition have been enhanced through employees sense of competence and skills.

Job Satisfaction: Job involvement leads to job commitment and Job satisfaction. People whose interests are protected by their employers experience high degree of job satisfaction. This improves job output.

Company reputation: Many companies, including Governments, NGO’s, investor and the media believes that the quality of employee experience and reduced labor tenure in the work place results in gaining reputation of a company while making investment decisions.

II. REVIEW OF LITERATURE

Dr.A.Jayakumar et.all (2012) described in his study that there is a direct relationship& indirect relationship between the economic aspects & social well-being of population in which improved QWL aims in improving workers life and his family beyond the limits of industry. The study described the relationship between the QWL & employees with respect to the job satisfaction that involves in maintaining a balanced relationship between work and the family.

QWL plays a vital role in HRM department. The Concepts of QWL involves management and supervisory style, freedom to take decisions on job, satisfactory physical environment, job security and tasks assigned. By imparting education and training, communication and union participation, research projects & adapting in changing environment will enhance in the growth of QWL. The study suggested to take steps that are absolutely necessary to improve the ‘Quality of Work Life’ by following these tips: Having a personal vision, Test out one’s personal own vision, getting trained, finding ways to share their ups and downs with other team workers, sharing the success, taking time for breaks, trying out new ideas, having fun at work. The research concludes that improved QWL not only depends on performance or physical output but also on the workers behavior in solving job related problems that in turn will lead to retain not only the young talents and the new talents but also helps in retaining the existing experience talents.

Ms.P.V.Pothigaimalai, Ms.R.Buvaneshwari.et.all (2014) stated that the personal needs of any members working in the organization can be achieved only by having prior experience and through sense of satisfaction towards his job. It aims in creating a healthy environment where employees can work cooperatively and achieve organizational results effectively. The study gives clear picture about various dimensions like providing fair compensation, safe working environment, and opportunity for growth, work and personal life that ensures dignity to the employees in an organization.

The research is done logically to identify the QWL of employees and suggest various possible methods in improving QWL. The sample size is 90. The study is carried out by adopting Descriptive, Exploratory and Diagnostic designs for research methodology. Simple Random sampling Technique of probability sampling method was used by the researcher. The data was analyzed by applying percentage analysis, Chi- Square test and Annova. It is recommended to organization to provide all amenities to the employees that make them feel motivated and happy.

C.P.Garg, Neetu Munjal.et all (2012) identified various concepts of QWL showing on an average we spend around 1/3rd of our

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entire life at our work place that reflects overall quality of our life. He shaded out the determinants of Quality of Work life that determines in getting few aspects to the light like showing reasons for the growth in the conceptual models may give birth to better Job involvement, Job satisfaction, lower absenteeism, lower turnover and high productivity.

The study discussed about the various measurement of QWL at the work place, its challenges, level of communication, teamwork focusing, Barriers in today's complex world and how to handle those barriers to fix an issue arising out of existing problems in an organization are been figured out. Many factors like changing demographic, increasing expectations among employees create major challenges to the organization. It is suggested that by providing proper and necessary facilities to employees like imparting Training, motivating them on communication level, pay, salary or wages, encouraging employees to take initiative in all the organizational activities will definitely provide a healthy QWL among employees in the organization keeping in mind that handled issues should and benefits to the employees must reap desired benefits in maintaining QWL.

Indumathi.R, Kamalraj.S (2012) discussed in their study that the success of employees and smooth running of organization depends upon the Quality of Work life in the organization. A proper work life balance among employees will ensure that they are free from stress and strain in reaching potential peak point of the company. QWL helps the employees to feel cared and secured for by the organization they work. This being a virtual fact, the investigation has pointed out on the major factors affecting employees with respect to the Job opportunities, people, level of stress involved during the work, rewards, attitudes, environmental issues were identified.

The data was interpreted using the tools of simple percentage analysis, weighted average score analysis, Chi- square. Their sample size was limited to 60 and the technique used was convenient sampling technique to show the satisfaction or dissatisfaction level achieved among employees life and his career. The QWL consider people to be as an 'Asset' to the Company rather than as 'Costs'. It is applicable when employees are allowed to take part in the decisions and managing other aspects related to work. The work and its environment should give satisfaction to an employee and eagerness to look forward for the next day only by then overall QWL of employee will be achieved. On concluding note a healthy employee will always give a better turnover and his positive contributions will yield a fruitful result without any flaws in the operations and thereby achieving the organizational goals efficiently.

S. Jerome (2013) asserts that Quality of Work life will contribute in the performance of the workers in a predominant manner. QWL refers to the favorableness or unfavourableness of a job environment for the people. QWL is a process by which organization provides a developing mechanism for an employee to enhance on skill development, reduction in occupational stress, cooperative management relations among peers, supervisors and coworkers in the company allowing them to take decisions and design their work effectively.

By adopting Simple Random sample technique with the sample size of 50, the analysis predicted the socio- economic background of the employees and contributions to QWL using lottery method. This study helps us to know the loop holes of the company that provides only the basic necessities to their workers. In fact, the study suggests how the workers should address the grievances in the organization and how they should be treated by the management are been well defined. QWL includes and motivates the employees to take up the challenges for present and for future roles. Hence, Quality of Work life deals with the various aspects related with work environment that facilitates the HRD efficiently.

Dr. G. Brindha (2013) stressed importance on Job Enrichment, employee security and career opportunities leading to a high job satisfaction, better performance and commitment towards work, customer service, profitability and high morale among employees. The organization should provide that work environment to all the employees that are conducive for an employee to be worked without any flaws in their work. QWL represents the overall satisfaction achieved by the individual working in an organization.

Stratified random sampling technique was used by the researcher to know the level of job satisfaction, absenteeism, and labor turnover in the company. The sample of 50 was chosen to interpret the data analysis. Based on those factors and findings the study suggested that it is the responsibility of the management to invite the employees in bringing ways to improve the operations and QWL of an organization. The employees should be encouraged to participate in all the major activities in an organization. From the management point of view, recreational activities, employee encouragement by appreciation, rest intervals during their working hours, welfare schemes must be implemented that will enhance employees morale and their involvement in participation of work which will reflects on smooth functioning of the business. Thus, QWL determines the management to bring out overall

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improvement in all factors especially in the level of Job satisfaction and Job security among employees in an organization.

Dr. N.L. Mallikarjuna (2015) describes Quality of Work life has an objective to measure the employee's perception towards the organization. QWL determines how employees satisfy their personal and working needs in the work place. It also helps the organization to know about the performance of the employees and responsibilities to develop jobs and working environment in the company. The study aims at how the QWL influences one's life and job satisfaction level in the organization.

The study is descriptive and the technique adopted to analyze the problem was Convenience Sampling technique. Based on percentage Analysis, Chi- Square Test, Average Score Analysis the data was taken to find and give suggestion on various measures on QWL. It can be enhanced only when 'Working environment', 'Up gradation of skill and Knowledge' and other basics necessities like pleasant working conditions, remuneration, responsibilities, opportunities, fringe benefits, recognition, growth and cooperation between fellow workers are considered. Thus, QWL plays a vital role in molding up of employee and also enriches the reputation and Goodwill of an organization will be maintained effectively and efficiently for the longer period of time.

S.ArulSenthilKumar, Dr.M.G.Saravanaraj et.all (2012) describes that each and every personnel working in an organization is considered as an important organ in an organization. The basic concept involved in QWL is "Humanization of Work" which means the environment should stimulate the ability of workers and generate the interest and cooperation among employees. Active participation of employees is must in shaping up of environment, methods and results at all levels in the organization. The main objectives of this study is to measure the QWL with respect to compensation, health and safety benefits, Job Satisfaction level and also to find out the challenges and difficulties faced by the employees for having better QWL. In this study the researcher recognized the difference between the hopes and expectations of a person with the working environment and took necessary actions to fill the gaps arising between them.

The researcher has done descriptive study for understanding the attitudes of 105 respondents as sample size. Using Non Probability Convenience Sampling Technique the analyses of data was interpreted. It's been found that Welfare facilities, grievance handling, communication flow among employees has to be improved for smooth interpersonal relationship with the organization. On a concluding note the increasing level of productivity of any organization lies upon the job satisfaction and performance of an employee which has to be considered as a prime importance.

Chandrashu Sinha (2012) described the reason behind what employees perceive about high- Quality of working life experiences that's been perceived by the various organization in India. For this, the researcher used a descriptive survey design along with the structured Questionnaires which is based on the Cronbach's Alpha and Pearson Correlation test were constructed to accomplish the objectives of the study. Here, the researcher focused on the 100 employees at Middle Managerial level working in various organizations as a sample size. Little Empirical Research work is done by the researcher to understand and measure the constructs of Quality of Work life Experiences.

The data was analyzed using factor analysis method. The experiences led in the extraction of 3 main emerging factors from various organizations. Each of these 3 main factors consists of 4 elements. They were 1. Relationship- Sustenance Orientation (This consists of: Job satisfaction, Employee Responsive Culture, Organizational Support, Compensation). 2. Futuristic and Professional orientation (This includes: career development and growth, flexible work arrangements, emotional supervisory support, rewards and benefits). 3. Self- Deterministic and System Orientation (This consists of: communication, organizational commitment, organizational climate and emotional supervisory support). As a Result, these factors have wide role to play in meeting the needs of employees and employers at middle managerial level. The QWL aspects are valued and been employed for developing a favorable job related responses.

Normala, Daud (2010) has presented the investigation that shows the relationship between the quality of work life and organizational commitment among the employees working in the organization. The research study says that the manager's imagination and the workers thoughts completely depend upon QWL concepts resulting in higher job satisfaction and commitment respectively. The purpose of this research study is to determine the factors affecting Quality of Work Life with the variables affecting organizational commitment namely: the growth and the development of employee, participation by an employee, physical environment, supervision, pay and benefits, social relevance and workplace integration are been examined. Thus, organizational commitment refers to the strength, involvement and identification of an employee towards achieving organizational goals

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effectively. It is said that higher the quality of work life strategies will results in the better organizational Commitment.

The study undergone with the Quantitative Approach in which 60 Organizations were identified and selected randomly. A random Sample of 500 Non- managerial level of employees were given with Questionnaires out of which 360 responses were returned and analyzed for further study. The findings provided some new ways and insights in the effort that has to be improved in Quality of Work life and Organizational Commitment among employees. The result framed in this study showed that there was a significant relationship between QWL and Organizational Commitment and finally identified the key work place to develop the strategies to improve the quality of working conditions in each Organization.

III. OBJECTIVES OF THE STUDY

To identify the factors affecting the quality of work life among employees. To study the working conditions those are excellent for the people as well as for the economic health of the organization. To measure satisfaction level on the facilities provided by the organization to the employees.

To find out the relationship between personal variables and factors affecting quality of work life.

IV. LIMITATIONS TO THE STUDY

The study is limited to a sample of only 120.

Lack of Time.

V. RESEARCH METHODOLOGY

Research design	Descriptive research design
Sampling- method	Non Probabilitysampling- Convenience sampling.
Sampling Area	Mahindra & Mahindra Auto private Limited. Bangalore.
Sample Size	120 respondents
Data collection	Survey-questionnaire
Data analysis	SPSS 17 version

VI. RESEARCH HYPOTHESIS

There is no significant association between the Age of the respondents and usual work schedule of the organization.

There is no significant association between the experience of the respondents and the promotion procedure of the respondents in a company.

There is no significant association between the job security and job satisfaction of respondents in an organization.

There is no significant relationship between the Self- Evaluation of performance and Overall Quality of Work Life Factors.

There is no significant association between the Grievances handled and the training & development provided by the organization.

VII. DATA ANALYSIS

The study applies both Nominal and the interval scales to measure the Quality of Work Life of employees. Tools used for data analysis were- SPSS – Cross Tabulation, Chi-Square and ANOVA tests was applied in this study to know the relationships among variables from the data.

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TABLE NO. 1
DEMOGRAPHIC PROFILE

Demographic factors		No of Respondents	Percentage
Age	20 to 30	65	54.2
	31 to 45	47	39.2
	46 and above	8	6.7
Gender	male	93	77.5
	female	27	22.5
Qualification	SSLC	12	10.0
	PUC	16	13.3
	UG	48	40.0
	PG	25	20.8
	DIPLOMA	15	12.5
	OTHERS	4	3.3
Marital Status	Married	66	55.0
	Single	54	45.0
Designation	Technician/ Mechanics/body shop	51	42.5
	Corporate manager/HRManager/Event Manager/ Marketing Manager/ Customer relation Manager	21	17.5
	Front office executive/ Trainer	12	10.0
	Sales Executive/ sales supervisor	10	8.3
	house -keeping executive	16	13.3
	Security	5	4.2
	Driver	5	4.2
Employment Status	full time	107	89.2
	part time	13	10.8
Work-Experience	Below 1yr	15	12.5
	1-5yrs	65	54.2
	5-10 yrs	26	21.7
	above 10 yrs	14	11.7
Income Level	below 7500	6	5.0
	7501-15000	55	45.8
	15001-25000	39	32.5
	above 25000	20	16.7

1. From the above table, it is depicted that 54.0% of the respondents fall under the age group of 20 – 30 years which is the highest

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recorded percentage. It is followed by 39.0% who belongs to the age group of 31 – 45 years. A minimum 7.0% of the respondents fall under the age group of above 46 years.

2.77.5% of the respondents is male. It is the highest recorded percentage. This is followed by 22.5% of the respondents who represent the female gender.

3.40% of the respondents are graduates, which is the highest recorded percentage. It is followed by 20.8% of the respondents who had completed their Post graduates. 13.3% of the respondents belong to P.U.C (+2). 12.2% of the respondents were Diploma holders. 10% of the respondents were educated up to SSLC(10th). A minimum 3.3% of respondents fall under the category of others. 4.55% of the respondents are Married which is the highest recorded percentage. It is followed by 45% of respondents were Unmarried which is a minimum recorded percentage.

5. 42.5% of the respondents are Technicians/Mechanics which is the highest recorded percentage. It is followed by 17.5% of the respondents are Corporate Manager, HR/Event manager/ Marketing Manager/CRM. 13.3% of the respondents were Housekeeping Executives. 10% of the respondents were Front Office Executives/ Trainers. 8.3% of respondents were Sales Executives/Sales supervisors. A minimum of 4.2% of respondents were Securities and Drivers.

6. 89.2% of the respondents are working on Full- time Basis which is the highest recorded percentage and 10.8% of respondents were working on a Part- Time basis which is a minimum recorded percentage.

7. 54.2% of the respondents were having Work Experience between 1-5 years, which is the highest recorded percentage. It is followed by 21.7% of the respondents are 21.7% of respondents having work experience between 5-10 years. 12.5% of the respondents having below 1year of work experience. A minimum of 11.7% of respondents were having above 10 years of work Experience.

8. 45.8% of the respondents belong to the income group of Rs.7501 – 15,000, which is the highest recorded percentage. This is followed by 32.5% of the respondents who belong to the income group of Rs.15, 001 – 25000. Above 16.7% of the respondents belong to the income group of above Rs.25000. A least percentage of about 5.0% of the respondents belong to the income group of below 7500 rupees.

TABLE NO 2
USUAL WORK SCHEDULE OF THE RESPONDENTS

Work schedule	No of respondents	Percentage
general shift	64	53.3
rotational shift	53	44.2
flexible shift	3	2.5
Total	120	100.0

Source: Primary Data

From the table number 2, it is depicted that 53.3% of the employees work under usual general shifts, which is the highest recorded percentage. 44.2% of the employees work under rotational shifts. Finally, minimum of 2.5% of employees were working under flexible shift which is the least recorded percentage.

TABLE NO 3
PROMOTION PROCEEDURE IN A JOB:

Promotion involved	No of Respondents	Percentage
highly satisfied	26	21.7
satisfied	51	42.5
partial satisfied	26	21.7
dissatisfied	15	12.5
highly dissatisfied	2	1.7
Total	120	100

From the table number 3, it is inferred that 42.5% of the respondents are satisfied with the promotion procedure in an organization, which is the highest recorded percentage. 21.7% of the respondents were highly satisfied with the statement. 21.7% of respondents were partially satisfied with the statement. 12.5% of respondents were dissatisfied with the statement and finally, minimum of 1.7%

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of respondents were strongly highly dissatisfied with the statement which is the least recorded percentage.

Table no 4
Grievance & training & devt methods involved:

factors		No of Respondents	Percentage
Grievances handled	strongly Agree	23	19.2
	Agree	41	34.2
	Partial Agree	28	23.3
	Disagree	28	23.3
	Strongly disagree	21	17.5
Training & development	Agree	60	50.0
	Partial Agree	24	20.0
	Disagree	12	10.0
	Strongly Disagree	3	2.5

From the table number 4 it is depicted that 34.2% of respondents agree that grievance is handled effectively by giving proper training program, which is the highest recorded percentage. 23.3% of the respondents were partially agreed with the statement. 23.3% of respondents were disagreed to the statement. Finally, minimum of 19.2% of the respondents were strongly agreed to the statement which is the least recorded percentage.

50% of respondents agree that training & development have really helped in improving overall QWL, which is the highest recorded percentage. 20% of the respondents were partially agreed with the statement. 17.5% of respondents were strongly agreed to the statement. 10% of the respondents were disagreed to the statement and finally, minimum of 2.5% of the respondents were strongly disagreed to the statement which is the least recorded percentage.

Table no 5
Job satisfaction of the respondents

Job satisfied	No of respondents	Percentage
Yes	95	79.2
No	25	20.8
Total	120	100.0

Source: primary data

From the table number 5, it is depicted that 79.2% of the respondents are satisfied and comfortable about their job. It is the highest recorded percentage. This is followed by 20.8% of the respondents were not satisfied and comfortable about their job, which is a least recorded percentage.

Table no 6
Job security of the respondents

Job security	No of respondents	Percentage
Highly satisfied	29	24.2
Satisfied	54	45.0
Partial satisfied	24	20.0
Dissatisfied	9	7.5
Strongly dissatisfied	4	3.3
Total	120	100.0

Source: primary data

From the table number 6, it is depicted that 45% of the respondents are satisfied with the job security, which is the highest recorded percentage. 24.2% of the respondents were highly satisfied with the statement. 20% of respondents were partially satisfied with the statement. 7.5% of respondents were dissatisfied with the statement and finally, minimum of 3.3% of respondents were strongly

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highly dissatisfied with the statement which is the least recorded percentage.

Table no 7
Self evaluation of performance:

Self- evaluation of performance	No of respondents	Percentage
Strongly agree	19	15.8
Agree	58	48.3
Partial agree	26	21.7
Disagree	15	12.5
Strongly disagree	2	1.7
Total	120	100.0

Source: primary data

From table number 7, it is depicted that 48.3% of respondents agree that self –evaluation is conducted by organization on the basis of performance and merit, which is the highest recorded percentage. 21.7% of the respondents were partially agreed with the statement. 15.8% of respondents were strongly agreed to the statement. 12.5% of the respondents were disagreed to the statement and finally, minimum of 1.7% of the respondents were strongly disagreed to the statement which is the least recorded percentage.

Table 8
Overall quality of work life:

Qwl	No of respondents	Percentage
Good working environment	36	30.0
Good welfare measures & benefits	29	24.2
Social recognition	15	12.5
Career development & opportunities	20	16.7
High standard of living	12	10.0
Others	8	6.7
Total	120	100.0

Source: primary data

From table number 8 it is depicted that 30% of the respondents think overall Quality of work life depends upon a good working environment, which is the highest recorded percentage. 24.2% of the respondents think that QWL is based on good welfare measures and benefits. 16.7% of respondents thinks QWL is based on better career development and opportunities provided by the organization.12.5% of the respondents thinks QWL is as Social recognition. 10% of the respondents think QWL depends on high standard of living and finally, minimum of 6.7% of the respondents thinks QWL depends on other factors which is the least recorded percentage.

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Association between age & work schedule:

Cross-tabulation- 9(1)

Age of the respondents & usual work schedule				
Age of the respondents	Usual work schedule			Total
	General shift	Rotational shift	Flexible shift	
20 to 30	38	26	1	65
31 to 45	20	25	2	47
46 and above	6	2	0	8
Total	64	53	3	120

Source: primary data

Chi-square table- 9(2)

Chi-square tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson chi-square	4.856 ^a	4	.302
Likelihood ratio	5.060	4	.281
Linear-by-linear association	.324	1	.569
N of valid cases	120		

Source: primary data

Chi-square test is used to prove the Hypothesis.

H₀- There is no significant association between the age of the respondents and working schedule in the organization.

H₁- There is significant association between the age of the respondents and working schedule in the organization.

The null hypothesis is accepted because the chi-square value is 4.856. Significance value is .305 which is > .05, so null hypothesis is accepted. Therefore there is no significant association between the age of the respondents and working schedule of the respondents implemented in the organization.

Association between experience & promotion procedure:

Cross tabulation 10-(1)

Experience of the respondents	Opportunities for promotion					Total
	Highly satisfied	Satisfied	Partial satisfied	Dissatisfied	Highly dissatisfied	
Below 1yr	1	4	5	4	1	15
1-5yrs	15	30	12	7	1	65
5-10 yrs	6	11	6	3	0	26
Above 10 yrs	4	6	3	1	0	14
Total	26	51	26	15	2	120

Source: primary data

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Annova- One Way 10(2)

ANOVA					
EXPERIENCE OF THE RESPONDENTS					
	SUM OF SQUARES	D.F	MEAN SQUARE	F	SIG.
BETWEEN GROUPS	3.355	4	.839	1.191	.318
WITHIN GROUPS	80.970	115	.704		
TOTAL	84.325	119			

Source: Primary Data

ANOVA test is conducted to check the hypothesis framed by the researcher.

H_0 - There is no significant association between the experience of the respondents and their promotion procedure in an organization.

H_1 - There is a significant association between the experience of the respondents and their promotion procedure in an organization.

It is accepted by ANOVA test from table number 10(2) the F value is 1.191 and the p value is .318 > .05. So, Null Hypothesis is accepted. Therefore, there is no significant association between the experience of the respondents and their promotion procedure in an organization.

Association between grievances handled & training & development involved in improving qwl:

Cross tabulation 11(1)

GRIEVANCE OF EMPLOYEES HANDLED & TRAINING & DEVELOPMENT IMPROVING QWL							
Grievance handled		Training & development improving QWL					Total
		Strongly Agree	Agree	Partial Agree	Disagree	Strongly Disagree	
Strongly agree	Count	6	13	4	0	0	23
	Expected Count	4.0	11.5	4.6	2.3	.6	23.0
Agree	Count	9	22	6	3	1	41
	Expected Count	7.2	20.5	8.2	4.1	1.0	41.0
Partial Agree	Count	2	17	4	3	2	28
	Expected Count	4.9	14.0	5.6	2.8	.7	28.0
Disagree	Count	4	8	10	6	0	28
	Expected Count	4.9	14.0	5.6	2.8	.7	28.0
Total	Count	21	60	24	12	3	120
	Expected Count	21.0	60.0	24.0	12.0	3.0	120.0

Source: Primary Data

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HI-SQUARE TABLE- 11(2)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	21.374 ^a	12	.045
Likelihood Ratio	23.478	12	.024
Linear-by- Linear Association	9.376	1	.002
N of Valid Cases	120		

Source: Primary Data

Chi-Square test is used to prove the hypothesis.

H_0 - There is no significant association between the grievances handled in the work and training /Development provided by organization in improving overall QWL factors.

H_1 . There is significant association between the grievances handled in the work and training /Development provided by organization in improving overall QWL factors.

The Pearson Chi-Square value is 21.374 and p value is .045 < .05, hence null hypothesis is rejected. Therefore, there is significant association between the grievances handled in the work and training /Development provided by organization in improving overall QWL factors.

Association between job security & job satisfaction:

Cross tabulation 12(1)

JOB SECURITY &JOB SATISFACTION			
Job Security	comfortable & satisfied		Total
	yes	No	
highly satisfied	25	4	29
satisfied	46	8	54
partial satisfied	18	6	24
dissatisfied	4	5	9
strongly dissatisfied	2	2	4
Total	95	25	120

Source: Primary Data

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CHI-SQUARE TESTS 12(2)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	10.952 ^a	4	.027
Likelihood Ratio	9.342	4	.053
Linear-by-Linear Association	8.213	1	.004
N of Valid Cases	120		

Source: Primary Data

Chi-Square test is used to prove the hypothesis.

H₀- There is no significant association between the job security and the job satisfaction of the respondents in the organization.

H₁. There is significant association between the job security and the job satisfaction of the respondents in the organization.

The Pearson Chi-Square value is 10.952 and p value is .027 < .05, hence null hypothesis is rejected. Hence, there is significant association between the job security and the job satisfaction of the respondents in the organization.

Relationship between self-evaluation and overall quality of work life:

Cross- tabulation- 13(1)

SELF EVALUATION - OF PERFORMANCE	QUALITY OF WORK LIFE						TOTAL
	Good working environment	good welfare measures & benefits	Social recognition	career development & opportunities	high standard of living	others	
Strongly Agree	10	6	0	1	1	1	19
Agree	20	16	7	9	4	2	58
Partial Agree	5	6	3	4	4	4	26
Disagree	1	1	4	6	2	1	15
Strongly Disagree	0	0	1	0	1	0	2
TOTAL	36	29	15	20	12	8	120

Source: Primary Data

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One-Way Annova Tests

Table no 13(2)

	Sum of Squares	d.f	Mean Square	F	Sig.
Between Groups	20.755	5	4.151	5.449	.000
Within Groups	86.837	114	.762		
Total	107.592	119			

Source: Primary Data

ANOVA test is conducted to check the hypothesis framed by the researcher.

H_0 - There is no significant relationship between self -evaluation of performance and Overall Quality of work life.

H_1 . There is significant relationship between self -evaluation of performance and Overall Quality of work life

It is rejected by ANOVA test from table number 13.2 the F value is 5.449 and the p value is $.000 < .05$. Hence, there is significant relationship between self -evaluation of performance and Overall Quality of work life.

VI. RESEARCH FINDINGS

There is no significant association between the age of the respondents and of the usual work schedule involved in the organization.

There is no significant association between the experience of the respondents and the promotion procedure of the respondents in a company here is significant association between the job security and job satisfaction of respondents in an organization.

There is significant relationship between the self- evaluation of performance and Overall Quality of Work Life Factors.

There is significant association between the Grievances handled and the training & development provided by the organization.

A. Findings

54.0% of the respondents fall in the age group of 20 – 30 years, which is the highest recorded percentage.

77.5% of the respondents are male. It is the highest recorded percentage.

40% of the respondents are graduates, which is the highest recorded percentage.

55% of the respondents are Married which is the highest recorded percentage.

42.5% of the respondents are Technicians/Mechanics which is the highest recorded percentage.

89.2% of the respondents are working on Full- time Basis which is the highest recorded percentage.

54.2% of the respondents were having Work Experience between 1-5 years, which is the highest recorded percentage.

45.8% of the respondents belongs to the income group of Rs.7501 – 15,000, which is the highest recorded percentage.

65.8% of the respondents think that Downward Communication strategy is followed in their organization, which is the highest recorded percentage.

47.5% of the employees agree that Skills and abilities were allowed to their maximum level in the job, which is the highest recorded percentage.

53.3% of the employees work under usual general shifts, which is the highest recorded percentage.

42.5% of the respondents are satisfied with the promotion procedure in an organization, which is the highest recorded percentage.

34.2% of respondents agree that grievance is handled effectively by giving proper training program, which is the highest recorded percentage.

50% of respondents agree that training & development have really helped in improving overall QWL, which is the highest recorded percentage.

79.2% of the respondents were satisfied and comfortable about their job. It is the highest recorded percentage.

45% of the respondents are satisfied with the job security, which is the highest recorded percentage.

48.3% of respondents agree that self –evaluation is conducted by organization on the basis of performance and merit, which is the highest recorded percentage.

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30% of the respondents think overall Quality of work life depends upon a good working environment, which is the highest recorded percentage.

B. Suggestions

To increase the status of employment opportunity especially to part time jobs, the management can reduce unemployment among job seekers in a country.

Management can hike their Income level to retain and sustain the employees for a longer period in an organization.

The organization can plan work schedule properly to avoid stress, boredom and absenteeism from work. Shift management solutions can help both the employees and the organization effectively.

The management can provide more opportunity for promotion and other welfare schemes as a motivational factor that may reduce labour turnover and thereby increase company's reputation for a longer period.

The company can keep suggestion box so that management may aware of employees grievances and his thoughts.

A proper training and development exercise will keep employees updated, less supervision of work; increase their morale which will reduce grievances in the work place and also increase production of the company.

Management should create healthy workplace, offer perks to maintain morale, offer merit pay increase upon review, cultivate a secure work place and proper communication will help him to feel secured over his job.

The company should view the gap between their expectancy and performance by assessing employees own performance which will help in providing opportunities, development and goals.

Management can provide good canteen facilities, balance between the work and non- work life should be maintained, increment, working conditions, recreational facilities, fringe benefits, medical schemes, tools and techniques should be made available to the employees as a motivational factor and make employees to take initiatives in decision making will increase in leadership quality. The job should allow the employees to use maximum level of skills and abilities to get fruitful output/ results/ success from the company. A good employer- employee relationship, treating employees with respect and dignity will help to create friendly and healthy atmosphere in an organization.

VIII. CONCLUSION

The study was conducted among the employees working in Mahindra & Mahindra Auto Private Limited was satisfactory one because as per the research topic the company follows a lot of policies and strategies to maintain their goodwill in the market. The Infrastructure facility is well maintained. It is observed that the company is providing many benefits and trying to motivate employees in all aspects. The company also performs ceremonial duties like presenting awards, greeting fresher's etc. They are particular about the customer's expectation and boost employee morale to meet those expectations by providing necessary training and counseling to them. They aim in maintaining their output both in quantity and quality wise. The company always sought best people for the job and giving them freedom and opportunity to grow. The company supports innovation and well- reasoned risk taking, but will demand performance.

The findings and suggestions recommended in this report study will definitely help the organization to maintain overall Quality of Work Life with respect to good working environment, good welfare measures and benefits, career development and opportunities, Social recognition of an employee, high standard of living and other factors affecting them. The respondents were so supportive and cooperative in answering the questionnaires. This study helps for further research study in future.

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