

# **A STUDY ON THE FACTORS INFLUENCING THE QUALITY OF WORK LIFE OF EMPLOYEES OF CASHEW INDUSTRIES IN KANYAKUMARI DISTRICT**

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## **ABSTRACT**

The main aim of the study is to study the quality of work life of cashew workers and analyze the factors influencing the quality of work life of employees of cashew industries in Kanyakumari district. This study based on both primary and secondary data. The data which is collected for the first time and which is not available in anywhere is termed as primary data. For the purpose of collecting primary data with regard to the quality of work life of workers in cashew industries, the researcher has carefully designed an interview schedule. The prevailing data is termed as the secondary data. Secondary data were collected from books, journals, magazines, newspapers, published articles from leading journals and websites. The study found that there is a high level of satisfaction among the workers regarding the quality of work life. The factors determining the

satisfaction with the quality of work life in the cashew industries were “Adequate income & fair compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth, social integration in the work force, cordial relationship with employees and superiors, and remedy for the grievance and performance appraisal. All these factors are positively correlated with the quality of work life in cashew industries. Adequate training and development programs should be provided to the workers for an effective increase in the performance and attitude levels.

**KEY WORDS:** Quality of work life, Employees, Cashew Industries and Satisfaction

## 1.1 INTRODUCTION

Quality of Work Life (QWL) is one of the most important issues these days in every organization. Employees are the force that is behind every successful organization. No organization can become successful with technology only because for the use of technology also, organizations need to have strong work force. 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 the 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 costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions.

Quality of work life is defined as the employee perceptions of their physical and mental wellbeing at work. These perceptions can be favorable or unfavorable. Productivity and quality of work life are important because monetary benefits, improved labour relations, fewer grievances, lower absenteeism, reduced turnover and reduced strikes are achieved. High quality of work life has been associated with high job performance.

### 1.2 Definition:

The QWL as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as ‘humanisations of work’ ‘quality of working life,’ ‘industrial democracy’ and ‘participative work’s Specialisation and efficiency, has undergone a revolutionary change.

“QWL is a process of work organisations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improved quality of life at work for employees. ”

—The American Society of Training and Development

### 1.3 Scope of QWL:

Some of the important scopes of the quality of work life, according to Walton, are: 1. adequate and fair compensation 2. safe and healthy working conditions 3. opportunity to use and develop

human capacities 4. opportunity to growth and security 5. social integration in the work organisation 6. constitution in the work organisation 7. work and total life span and 8. social relevance of work life.

#### **1.4 Objectives of Quality of Work Life:**

- To increase in individual productivity, accountability and commitment.
- For better teamwork and communication.
- For improving the morale of employees.
- To reduce organizational stress.
- To improve relationships both on and off the job.
- To improve the safety working conditions.
- To provide adequate Human Resource Development Programs.
- To improve employee satisfaction.
- To strengthen workplace learning.
- To better manage on-going change and transition.
- To participate in management at all levels in shaping the organization.

#### **1.5 STATEMENT OF THE PROBLEM**

For the present study, the term Quality of Work Life refers to values and attitudes contained in working life of any employee. The “working life concept” consists of many factors such as, pay, promotion, opportunity for continued growth and security, benefits, contingent rewards, safe and healthy working conditions, operating procedures, coworkers and supervision, nature of work, social integration in the work organization, constitutionalism in work organization, work and total life space, and social relevance of working life; each of which plays its role in evaluating working life. Maintaining organizational health as well as the employee’s satisfaction on a regular basis is one of key factor for achieving organizational success and also for the organizational sustainability. If quality of life at work could be improved, it would benefit and reward the individual employee and the organization, its employees and society as a whole. As employers try to address employee turnover and job satisfaction issues, they must first determine what the issues are. As more companies start to realize that a happy employee is a productive employee, they have started to look for ways to improve the work environment. Many have implemented various work-life programs to help employees, including alternate work arrangements. It cannot be defined or connoted in a few terms or sentences as it is the convergence of various factors like nature of the job, nature of the individual employee and employer, work environment, social condition, job facilities, objectives and goals of the organization, qualification, experience and visions of the human elements involved etc

#### **1.6 OBJECTIVES OF THE STUDY**

The following are the objectives of the study

- (i) To study the demographic profile of the cashew industry workers.

- (ii) To study the quality of work life of cashew industry workers in Kanyakumari district.
- (iii) To analyze the factors influencing the quality of work life of employees of cashew industries in Kanyakumari district.
- (iv) To offer suitable suggestions based on the findings of the study.

### 1.7 METHODOLOGY

This study based on both primary and secondary data. The data which is collected for the first time and which is not available in anywhere is termed as primary data. For the purpose of collecting primary data with regard to the quality of work life of workers in cashew industries, the researcher has carefully designed an interview schedule. The prevailing data is termed as the secondary data. Secondary data were collected from books, journals, magazines, newspapers and published articles from leading journals. The primary data has been collected from the employees of cashew industries through interview schedule.

### 1.8 SAMPLE DESIGN

Since the objective of the study is to find out the quality of work life of cashew workers in cashew industries in Kanyakumari district, the researcher has adopted Stratified random sampling technique for data collection. The researcher has taken 200 samples for the present study.

The boundary of study is Kanyakumari district. The population of this study is cashew industry in Kanyakumari district. The district was divided into four Taluks namely, Vilavancode, Kalkulam, Thovalai and Agasteeswaram. From the total population 50 workers are taken as sample from each Taluks. Stratified random sampling method was used for the selection of sample units. According to the sampling plan total sample size is 200, all over Kanyakumari district, based on the sampling design shown in sampling plan.

### 1.9 Review of literature:

**Sirgy (2001)** suggested that the key factors in quality of working life are - Need satisfaction based on job requirements, Need satisfaction based on work environment, Need satisfaction based on supervisory behaviour, Need satisfaction based on ancillary programmes. Organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist Abraham, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is played down as attention is focused on quality of work life rather than the broader concept of quality of life.

**Jerome. S. (2013)** studied on quality of work life of employees at Jeppiaar cement private Ltd. to find out the factors measurements of QWL. 50 % respondents from 200 sample size respondents were selected from the workman categories so the researcher adopts the simple random sampling technique using the lottery method. Variables used for this study: compensation, work environment, social relation, job satisfaction, safety and healthy environment, welfare and

Opportunities for use and Development of Skills and Ability. For the data analysis researcher used Karl Pearson coefficient. Result showed that there is no significant relationship between educational and QWL and no significant relation between the income and QWL. There is no significant relationship between the age of the respondents and their overall quality of work life and no significant relationship between the educational qualification of the respondents and their overall quality of work life

### 1.10 ANALYSIS AND INTERPRETATION

**Table1**

**Demographic Profile of the Sample Respondents**

Sl. No	Demographic Profile	No. of Respondents	Percentage
	<b>Age group</b>		
1	Below 30 years	38	19
2	30 to 40 years	92	46
3	40 to 50 years	40	20
4	Above 50 years	30	15
	<b>Total</b>	<b>200</b>	<b>100</b>
	<b>Gender</b>		
1	Male	60	30
2	Female	140	70
	<b>Total</b>	<b>200</b>	<b>100</b>
	<b>Marital Status</b>		
1	Married	117	58.5
2	Unmarried	48	24.0
3	Separated/deserted/divorced	20	10.0
4	Widowed	15	7.5
	<b>Total</b>	<b>200</b>	<b>100</b>
	<b>Educational Qualification</b>		
1	Illiterate	21	10.5
2	Primary	64	32.0
3	Secondary	78	39.0
4	Higher secondary	29	14.5
5	Graduate	05	2.5
6	Post graduate	02	1.0
7	Technical	01	0.5
	<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Primary data**

Table 1 shows that out of the total 200 respondents, the most of the cashew workers belong to the age group between 30 to 40 years i.e., 46 percentage, about 20 percentage of the

respondents belong to the age group between 40to 50 years, 19 percentage of the respondents belong to the age group of below 30 years and 15 percentage of the respondents belong to the age, above 50 years.

The above table shows that about 70 percentages of workers are female in cashew industries and the remaining 30 percentages of workers are male.

The above table shows that out of the 200 respondents, 58.5 per cent of the respondents are married, 24 per cent of the respondents are unmarried, 10 per cent of the respondents areseparated/deserted/divorced and the rest 7.5 per cent of the respondents are widowed.

The researcher found that most of the respondents have completed secondary school education i.e., 39 percentages, 32 per cent of the respondents have completed primary school education, 14.5 per cent of the respondents have completed higher secondary school education, about 10.5 per cent of the respondents are illiterates and only few respondents have completed graduate, post graduate and technical education.

**Table 2**  
**Nature of Employment of employees of Cashew nut Industry**

Sl. No	Types of Works	No. of Respondents	Percentage
1	Shelling	80	40
2	Peeling	42	21
3	Grading	18	9
4	Packing	36	18
5	Supervising	24	12
	<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Primary data**

Table 2 shows that, out of the 200 workers, 40 per cent of the workers are engaged in the shelling section, 21 per cent of the workers are engaged in peeling section, 18 per cent of the workers are engaged in packing section, 9 per cent of the workers are engaged in Grading section and 12 percent workers are engaged in supervising section.

**Table 3**  
**Reasons for Working in Cashew Industry**

Sl. No	Reasons	No. of Respondents	Percentage
1	To help family	50	25
2	Poverty	34	17
3	Independent	20	10
4	Interested in earning	70	35
5	Lack of other job	26	13
	<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Primary data**

It is inferred from the above Table3, majority (35 percent) of the respondents are working in this industry because they are interested in earning. 25 percent of them are working in cashew

industry to help their family. 17 percent of them working is cashew industry because they are poverty. 13 percent of them are working here due to lack of other job and the remaining 10 percent of them working in the cashew industry because they are independent.

**Table4**  
**Employee's opinion regarding the Quality of Work Life**

Sl. No	Opinion	No. of Respondents	Percentage
1	Very Good	-	-
2	Good	84	42.0
3	Neutral	-	-
4	Bad	90	45.0
5	Very Bad	26	13.0
	<b>Total</b>	<b>200</b>	<b>100</b>

**Source: Primary data**

It is inferred that 42 per cent of the respondents had good opinion about the quality of work life in the industry, 45 per cent of the respondents had bad opinion about the quality of work life in cashew industry, 13 per cent of the respondents had very bad opinion about the quality of work life in cashew industry and no respondents say that quality of work life is very good.

**FACTORS INFLUENCING THE QUALITY OF WORK LIFE AMONG DIFFERENT AGE GROUP OF CASHEW WORKERS**

In order to find out the significant difference in factors influencing the quality of work life among different age group of workers, analysis of variance (ANOVA) is attempted with the null hypothesis as, "There is no significant difference in factors influencing the quality of work life among different age group of workers in Kanyakumari district". The result of ANOVA is given in Table5.

**Table5**  
**Factors influencing the quality of work life among different age group of cashew workers- ANOVA**

Dimensions	Age	Sum of Squares	df	Mean Square	F	p Value
<b>Adequate and fair compensation</b>	Between Groups	34.788	3	11.596	5.871	.001
	Within Groups	385.131	195	1.975		
	Total	419.920	198			
<b>Opportunity for continuous growth and job security</b>	Between Groups	35.709	3	11.903	8.945	.000
	Within Groups	259.497	195	1.331		
	Total	295.206	198			
<b>Work and total life space</b>	Between Groups	19.169	3	6.390	3.287	.022
	Within Groups	379.103	195	1.944		
	Total	398.271	198			

<b>Opportunity to develop human capacities</b>	Between Groups	24.099	3	8.033	5.594	.001
	Within Groups	280.012	195	1.436		
	Total	304.111	198			
<b>Safe &amp; healthy working environment</b>	Between Groups	31.881	3	10.627	6.366	.000
	Within Groups	325.536	195	1.669		
	Total	357.417	198			
<b>Flexible Work Schedule and job assignment</b>	Between Groups	2.049	3	.683	.634	.594
	Within Groups	210.162	195	1.078		
	Total	212.211	198			
<b>Attention to job design</b>	Between Groups	5.356	3	1.785	1.118	.343
	Within Groups	311.317	195	1.596		
	Total	316.673	198			
<b>Employee relations</b>	Between Groups	15.662	3	5.221	2.831	.040
	Within Groups	359.614	195	1.844		
	Total	375.276	198			
<b>Socialization efforts</b>	Between Groups	6.646	3	2.215	1.167	.323
	Within Groups	370.038	195	1.898		
	Total	376.683	198			

**Source: Primary data**

The above table showed the results of ANOVA based on factors influencing the quality of work life among different age group of cashew workers. The calculated 'F' value of Satisfaction in adequate and fair compensation, opportunity for continuous growth and job security, work and total life space, opportunity to develop human capacities, safe & healthy working environment and employee relations are 5.871, 8.945, 3.287, 5.594, 6.366 and 2.831 which is significant at the 'p' value of 0.001, 0.000, 0.022, 0.001, 0.000 and 0.040 respectively. Since the respective 'p' value of satisfaction in adequate and fair compensation, opportunity for continuous growth and job security, work and total life space, opportunity to develop human capacities, safe & healthy working environment and employee relations is less than 0.05 the null hypothesis is rejected. Therefore it may be concluded that there is a significant difference in satisfaction in adequate and fair compensation, opportunity for continuous growth and job security, work and total life space, opportunity to develop human capacities, safe & healthy working environment and employee relations among different age group of cashew workers.

Table further shows that the calculated 'F' value of Satisfaction in flexible work schedule and job assignment, attention to job design and socialization efforts are 0.634, 1.118 and 1.167 which is significant at the 'p' value of 0.594, 0.343 and 0.323 respectively. Since the respective 'p' value of satisfaction in flexible work schedule and job assignment, attention to job design and socialization efforts is higher than 0.05 the null hypothesis is accepted. Therefore it may be concluded that there is no significant difference in satisfaction in flexible work schedule and job



assignment, attention to job design and socialization efforts among different age group of cashew workers.

### **FACTORS INFLUENCING THE QUALITY OF WORK LIFE AMONG DIFFERENT MARITAL STATUS OF CASHEW WORKERS**

In order to find out the significant difference in factors influencing the quality of work life among different marital status of workers, analysis of variance (ANOVA) is attempted with the null hypothesis as, “There is no significant difference in factors influencing the quality of work life among different marital status of workers in cashew industry in Kanyakumari district”. The result of ANOVA is given in Table 6.

**Table 6**  
**Factors influencing the quality of work life among different marital status of cashew workers-ANOVA**

<b>Dimensions</b>	<b>Marital status</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p Value</b>
<b>Adequate and fair compensation</b>	Between Groups	9.999	3	3.333	1.585	.194
	Within Groups	409.921	195	2.102		
	Total	419.920	198			
<b>Opportunity for continuous growth and job security</b>	Between Groups	16.328	3	5.443	3.806	.011
	Within Groups	278.879	195	1.430		
	Total	295.206	198			
<b>Work and total life space</b>	Between Groups	11.143	3	3.714	1.871	.136
	Within Groups	387.129	195	1.985		
	Total	398.271	198			
<b>Opportunity to develop human capacities</b>	Between Groups	2.771	3	.924	.598	.617
	Within Groups	301.340	195	1.545		
	Total	304.111	198			
<b>Safe &amp; healthy working environment</b>	Between Groups	33.288	3	11.096	6.676	.000
	Within Groups	324.129	195	1.662		
	Total	357.417	198			
<b>Flexible Work Schedule and job assignment</b>	Between Groups	1.821	3	.607	.562	.640
	Within Groups	210.390	195	1.079		
	Total	212.211	198			
<b>Attention to job design</b>	Between Groups	24.754	3	8.251	5.512	.001
	Within Groups	291.919	195	1.497		
	Total	316.673	198			
<b>Employee relations</b>	Between Groups	11.048	3	3.683	1.972	.120
	Within Groups	364.228	195	1.868		
	Total	375.276	198			
<b>Socialization efforts</b>	Between Groups	19.710	3	6.570	3.589	.015

	Within Groups	356.974	195	1.831		
	Total	376.683	198			

**Source: Primary data**

The above table showed the results of ANOVA based on factors influencing the quality of work life among different marital status of cashew workers. The calculated 'F' value of Satisfaction in opportunity for continuous growth and job security, safe & healthy working environment, attention to job design and socialization efforts are 3.806, 6.676, 5.512 and 3.589 which is significant at the 'p' value of 0.011, 0.000, 0.001 and 0.015 respectively. Since the respective 'p' value of satisfaction in opportunity for continuous growth and job security, safe & healthy working environment, attention to job design and socialization efforts is less than 0.05 the null hypothesis is rejected. Therefore it may be concluded that there is a significant difference in satisfaction in opportunity for continuous growth and job security, safe & healthy working environment, attention to job design and socialization efforts among different marital status of cashew workers.

Table further shows that the calculated 'F' value of Satisfaction in adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment and employee relations are 1.585, 1.871, 0.598, 0.562, 1.972 which is significant at the 'p' value of 0.194, 0.136, 0.617, 0.640 and 0.120 respectively. Since the respective 'p' value of satisfaction in adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment and employee relations is higher than 0.05 the null hypothesis is accepted. Therefore it may be concluded that there is no significant difference in satisfaction in adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment and employee relations among different marital status of cashew workers.

**1.11 SUGGESTIONS**

- The cashew industry may provide bonus to the workers regularly.
- Employee State Insurance Scheme can also be introduced for the welfare of the workers in the cashew industry.
- The cashew industry may provide necessary working facilities to the workers in the working hours.
- The industry should modify the wages system in order to meet the present condition of expense.
- The cashew industry may reduce the working hours because majority of workers feels that long working hour.

**1.12 CONCLUSION**

The study found that there is a high level of satisfaction among the workers regarding the Quality of Work life. The factors determining the satisfaction with the quality of work life in the cashew industries were "Adequate Income & Fair Compensation, Safe & healthy working

conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the work force, Cordial relationship with employees and superiors, and remedy for the grievance and performance appraisal. All these factors are positively correlated with the quality of work life in cashew industries. Adequate training and development programs should be provided to the workers for an effective increase in the performance and attitude levels.

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