

## IMPACT OF QUALITY OF WORK LIFE IN THE JOB SATISFACTION OF EMPLOYEES WORKING IN PETROL PUMPS OF ALAPPUZHA DISTRICT

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### Abstract

Quality of work life is an important factor that determines the satisfaction level of employees in any organisation. Employees working in Oil companies, especially those in petrol pumps are much overlooked categories as they serve an important duty which calls for greater safety and security in their work. But these employees are made to work in the most unsatisfactory working conditions with unreasonable remunerations and in hectic work schedules characterized by long working hours, night shift, highly risky work place, violence from travelers and so on. The aim of the study was to determine the extent of QWL enjoyed by the employees working in various petrol pumps in Alappuzha district and also to understand the impact of QWL upon the job satisfaction of these employees. For that 100 petrol pumps were taken for the study and with the help of a structured questionnaire, proper information were sought from the employees working in these pumps. The study revealed that QWL has much influence and impact upon the job satisfaction of these employees.

**Keywords:-** Quality of work life, job satisfaction, risky work place, Grievance, redressal.

Human resources are considered as the most essential and powerful assets of any organisation as they play an important role in making the other resources moving. In other words, combined effort of labourers enables the physical resources such as materials, machines and money to be utilized to its

maximum efficiency. They perform various activities in the organisation in different functional areas like production, marketing, finance etc.

Therefore it is said that human resources are an important factor of production and the investment made on such resources is regarded as an important asset to any organisation. So in no case

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can it be replaced with figures or logarithms (Arya, 1984). They have to be provided with those things they feel satisfied with. Here the concept of QWL gains importance. In the words of Robert H. Guest "Quality of Work Life is a generic phrase that covers a person's feelings about every dimensions of work, including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships, and its intrinsic meaning in a person's life". Such kinds of facilities that inspire the workers to a better performance are needed in all kinds of organisations irrespective of private sector or government sector.

### **Significance of the Study**

A healthy community is a valuable asset of any country. So, to bring a healthy group of people in all respects, organisations must impart good and favourable working atmosphere to its employees. Only when these employees are provided adequate work life atmosphere it will result in their satisfaction towards the job. Therefore it can also say that, performance of such personnel always depends upon the extent of quality of work life provided to them.

### **Scope of the Study**

The term quality of working life aims at changing the entire organizational climate by humanizing work, individualizing organisations and changing the structural and managerial systems. It takes into consideration the socio-psychological needs of the employees. It seeks to create such a culture of work commitment in the organisations which

will ensure productivity and greater job satisfactions for the employees (Gupta & Gupta, 2015). The study deals with the petrol pump employees working in various pumps across Alappuzha district and the respondents constitute to about 100 employees.

### **Statement of the Problem**

Employees working in different Oil pumps are made to work in the most unsatisfactory working conditions with unreasonable remunerations and in hectic work schedules characterized by long working hours, night shift, exposure to diseases, violence from customers etc while doing their job. It is very important that they need to work in an environment which enable them to perform their duty well. So here the concept of Quality of Work Life which shows the index of the level of satisfaction and positive attitude of employees towards their work and the organisation has to be measured.

### **Objectives of the Study:**

1. To measure the Quality of work life of employees working in petrol pumps across the district of Alappuzha.
2. To assess the impact of Quality of work life upon the job satisfaction of the employees.

### **Methodology**

A research design is the overall plan or program of research. This study is descriptive in nature and the study undertook on 100 employees working in various petrol pumps across the Alappuzha district as respondents.

### Limitations of the Study

1. The study is limited to the workers of Petrol pumps in Alappuzha district and therefore the findings of the study cannot be extended to other areas.
2. Convenient sampling has been used in the study and it has its own limitations.
3. Personal bias of the respondents might have crept in while answering a few questions in the structured interview schedule.
4. Results of the study may not be generalized.

### Review of Literature

In the study entitled “Impact of quality of work life on work outcome of employees in automobile companies in Chennai” which analyzed the impact of quality of work life on work outcomes such as work performance, job satisfaction and organizational commitment of employees working in automobile companies in Chennai it revealed that safe and healthy work condition, job characteristics, pay and benefits, opportunity for development and motivation influence the quality of work life and QWL has impact on work performance, job satisfaction and organizational commitment. Out of three work outcomes, QWL has more impact on job satisfaction than others.

In a study entitled “Impact of quality of work life on job satisfaction of school teachers in Udaipur city” conducted by Tanushree Bhatnagar, Harvinder Soni (2015) with the purpose to determine the

impact of quality of work life on job satisfaction of school teachers in Udaipur city, it was revealed that there is a positive co-relation between quality of work life and job satisfaction. Here the study was based on the demographic variables of gender, age and work experience of teachers. The relationship between Job satisfaction and Quality of work life is tested using Pearsons coefficient of correlation. The value of coefficient of correlation is 0.502 which is highly significant at 1 per cent level of significance.

In a study conducted by Harvinder Soni, Yashwant Singh (2014) in their research paper entitled “Impact of quality of work life on employee satisfaction in hotel industry” they tried to understand quality of work life of hotel employees and its impact on their satisfaction level. The study also made a comparison between satisfaction level of employees working in chain and non-chain hotels in Udaipur.

### Data Analysis and Interpretation

From the table 1 it can be seen that about 50 per cent of the respondents approached are between 20 to 30 years of age. , About 86 per cent of the respondents are married and the rest unmarried. In the case of the number of members that constitutes the size of the family of these respondents; about 40 per cent are having 4 members in their family including them, while 24 per cent of them have 5 members in their family. Among these employees working in oil pumps across the district, when 23 per cent have educational qualification below SSLC, about 53 per cent of them have only

**Table 1**  
**Classification Based on Demographic Factors**

Sl No	Age	No: of Respondents	Percentage
1	Less than 20 years	13	13
	20-30 years	50	50
	30-40 years	20	20
	40-50 years	12	12
	More than 50 years	5	5
	<b>Total</b>	<b>100</b>	<b>100</b>
	<b>Marital Status</b>	<b>No: of Respondents</b>	<b>Percentage</b>
2	Married	86	86
	Unmarried	14	14
	<b>Total</b>	<b>100</b>	<b>100</b>
	<b>Size of Family</b>	<b>No: of Respondents</b>	<b>Percentage</b>
3	2 members	12	12
	3 members	16	16
	4 members	40	40
	5 members	24	24
	More than 5 members	8	8
	<b>Total</b>	<b>100</b>	<b>100</b>
	<b>Educational Qualification</b>	<b>No: of Respondents</b>	<b>Percentage</b>
4	Below SSLC	23	23
	SSLC	53	53
	HSE	12	12
	Diploma	8	8
	Graduate	4	4
	Post Graduate	0	0
	<b>Total</b>	<b>100</b>	<b>100</b>
	<b>Total Work Experience</b>	<b>No: of Respondents</b>	<b>Percentage</b>
5	Less than 3years	6	6
	3 to 6 years	12	12
	6 to 9 years	22	22
	9 to 12 years	25	25
	Above 12 years	35	35
	<b>Total</b>	<b>100</b>	<b>100</b>
	<b>Monthly Income</b>	<b>No: of Respondents</b>	<b>Percentage</b>
6	Below 10,000	12	12
	10000 - 14,000	32	32
	14,000 - 18,000	40	40
	More than 18,000	16	16
	<b>Total</b>	<b>100</b>	<b>100</b>

*Source: Primary data*

**Table 2**  
**Classification of Factors which Contribute to Effective QWL**

Sl. No.	Study Factors	Agreeable level of opinion	No of respondents	Percentage
1	Fair compensation	Strongly agree	40	40
		Agree	28	28
		Neither Agree Nor Disagree	12	12
		Disagree	10	10
		Strongly disagree	10	10
<b>Total</b>			<b>100</b>	<b>100</b>
2	Safe and Healthy working conditions	Strongly agree	10	10
		Agree	72	72
		Neither Agree Nor Disagree	18	18
		Disagree	0	0
		Strongly disagree	0	0
<b>Total</b>			<b>100</b>	<b>100</b>
3	Favourable Working Time	Strongly agree	30	30
		Agree	70	70
		Neither Agree Nor Disagree	0	0
		Disagree	0	0
		Strongly disagree	0	0
<b>Total</b>			<b>100</b>	<b>100</b>
4	Opportunity to take decisions related to work	Strongly agree	26	26
		Agree	54	54
		Neither Agree Nor Disagree	12	12
		Disagree	8	8
		Strongly disagree	0	0
<b>Total</b>			<b>100</b>	<b>100</b>
5	Freedom to offer suggestions	Strongly agree	28	24
		Agree	32	36
		Neither Agree Nor Disagree	20	20
		Disagree	10	10
		Strongly disagree	10	10
<b>Total</b>			<b>100</b>	<b>100</b>
6	Grievance redressal mechanism	Strongly agree	30	30
		Agree	58	58
		Neither Agree Nor Disagree	10	10
		Disagree	2	2
		Strongly disagree	0	0
<b>Total</b>			<b>100</b>	<b>100</b>
7	Transportation facilities	Strongly agree	38	38
		Agree	56	56
		Neither Agree Nor Disagree	6	6
		Disagree	0	0
		Strongly disagree	0	0
<b>Total</b>			<b>100</b>	<b>100</b>
8	Balancing work and life	Strongly agree	28	28
		Agree	60	60
		Neither Agree Nor Disagree	12	12
		Disagree	0	0
		Strongly disagree	0	0
<b>Total</b>			<b>100</b>	<b>100</b>

Source: Primary Data

educational qualification upto SSLC, while 12 per cent have passed Plus two. 35 per cent of the employees have a work experience of above 12 years, while 12 per cent of them are drawing income only below 10,000 per month.

From the Table 2 it is evident that the respondents have strongly affirmed their opinion towards the factors which they find would vulnerably affect their quality of work life. The table shows that about 40 per cent of the respondents have strongly agreed that adequate and fair compensation is a major factor that enables them to have a decent living. When 10 per cent strongly recommended safe and healthy working conditions as one of the most important factor that affects their QWL, about 72 per cent agreed to the opinion. It is also found that a favourable working time also matters to the effectiveness of the quality of working life which can be known from the responses given.

When 30 per cent strongly agreed to, a big amount of respondents (70 per cent) give full support to this major aspect. 26 per cent of the respondents commented that they must be given every opportunity to take decisions relating to their work and about 54 per cent agreed that it is also a factor which makes them stick to the organisation in which they work. When compared to other factors only less number of respondents responded to the freedom to be given by the management for coming up with suggestions and that constitutes only 28 per cent of the respondents. When 30 per cent affirmatively replied, 58 per cent agree that a clear grievance redressal

mechanism must be there to improve job satisfaction and provides maximum quality of work life among the employees. Transportation facilities and a balance between work and life are also strong factors behind the achievement of a better quality of work life as is evident from the figure that about 56 per cent and 60 per cent of the respondents gave strong demand for it.

As most of the respondents are of the opinion that a fair compensation, opportunity to take decisions and grievance redressal mechanism contributes to a greater QWL, it is found necessary to check whether there is any significant relationship exists between these factors:

(a) Educational qualification and (b) Total work experience.

### **Hypothesis Testing Using Chi-Square Analysis**

#### **Chi-square test:**

A chi-square statistic is a test that measures how a model compares to actual observed data. The chi-square statistic compares the size any discrepancies between the expected results and the actual results, given the size of the sample and the number of variables in the relationship.

- For each observed number in the table subtract the corresponding expected number (O-E)
- Square the difference  $[(O-E)^2]$
- Divide the squares obtained for each cell in the table by expected number for that cell  $[(O-E)^2/E]$ .

**Hypotheses**

**1. Fair salary, compensation and Job satisfaction**

H0: There is no relationship between Fair salary and compensation and Job satisfaction of employees working in Petrol pumps across Alappuzha district.

H1: There is relationship between Fair salary and compensation and Job satisfaction of employees working in Petrol pumps across Alappuzha district.

**Result**

Degree of freedom	(r-1)(c-1)
Level of significance	5%
Chi-square value	8.02
Table value	7.64

As  $C.V > T.V$  , H0 is rejected and H1 is accepted, that is there is relationship between Fair salary and compensation and Job satisfaction of employees working in Petrol pumps across Alappuzha district.

**2. Safe and Healthy working conditions and Job satisfaction**

H0: There is no significant relationship between Safe and Healthy working conditions and Job satisfaction.

H1: There is significant relationship between Safe and Healthy working conditions and Job satisfaction.

**Result**

Degree of freedom	(r-1)(c-1)
Level of significance	5%
Chi-square value	8.42
Table value	7.81

As  $C.V > T.V$ , H0 is rejected and H1 is accepted, that is there is significant relationship between Safe and Healthy working conditions and Job satisfaction.

**3. Favourable working time and Job satisfaction.**

H0: There is no significant relationship between Favourable working time and opinion on Job satisfaction.

H1: There is significant relationship between Favourable working time and Job satisfaction.

**Result**

Degree of freedom	(r-1)(c-1)
Level of significance	5%
Chi-square value	9.18
Table value	7.65

As  $C.V > T.V$  , H0 is rejected and H1 is accepted, and can be concluded that there is significant relationship between favourable working time and job satisfaction.

**4. Opportunity to take decisions related to work and Job satisfaction.**

H0: There is no significant relationship between Opportunity to take decisions related to work and Job satisfaction.

H1: There is significant relationship between Opportunity to take decisions related to work and Job satisfaction.

**Result**

Degree of freedom	(r-1)(c-1)
Level of significance	5%
Chi-square value	3.92
Table value	3.84

As  $C.V > T.V$  ,  $H_0$  is rejected and  $H_1$  is accepted, there is significant relationship between Opportunity to take decisions related to work and Job satisfaction.

**5. Freedom to offer suggestions and Job satisfaction**

$H_0$ : There is no significant relationship between Freedom to offer suggestions and Job satisfaction.

$H_1$ : There is significant relationship between Freedom to offer suggestions and Job satisfaction.

**Result**

Degree of freedom	$(r-1)(c-1)$
Level of significance	5%
Chi-square value	7.98
Table value	7.51

As  $C.V > T.V$  ,  $H_0$  is rejected and  $H_1$  is accepted, which means that there is significant relationship between Freedom to offer suggestions and Job satisfaction.

**6. Grievance redressal mechanism and Job Satisfaction**

$H_0$ : There is no significant relationship between Grievance redressal mechanism and Job satisfaction.

$H_1$ : There is significant relationship between Grievance redressal mechanism and Job satisfaction.

**Result**

Degree of freedom	$(r-1)(c-1)$
Level of significance	5%
Chi-square value	8.91
Table value	7.62

As  $C.V > T.V$  ,  $H_0$  is rejected and  $H_1$  is accepted, there is significant relationship between Grievance redressal mechanism and Job satisfaction.

**7. Transportation facilities and Job satisfaction**

$H_0$ : There is no significant relationship between Transportation facilities and Job satisfaction.

$H_1$ : There is significant relationship between Transportation facilities and Job satisfaction.

**Result**

Degree of freedom	$(r-1)(c-1)$
Level of significance	5%
Chi-square value	3.70
Table value	3.95

As  $C.V < T.V$  ,  $H_0$  is accepted and  $H_1$  is rejected, there is no significant relationship between transportation facilities and job satisfaction.

**8. Balancing of Work and Life**

$H_0$ : There is no significant relationship between Balancing work with life and Job satisfaction.

$H_1$ : There is significant relationship between Balancing work with life and Job satisfaction.

**Result**

Degree of freedom	$(r-1)(c-1)$
Level of significance	5%
Chi-square value	7.15
Table value	7.01

As  $C.V > T.V$  ,  $H_0$  is rejected and  $H_1$  is accepted, there is significant



relationship between Balancing work with life and Job satisfaction.

### Findings

1. Most (40 per cent) of the respondents strongly agree and 28 per cent agree and that a fair compensation is a major factor that contributes to quality of work life.
2. About 10 per cent respondents strongly agrees that safe and healthy working conditions is an inevitable factor to make a quality work life, whereas 72 per cent agree to it validating that the factor has an outstanding influence upon the job satisfaction.
3. Majority (70 per cent) of the respondents recommend a favorable working time to bring commitment and dedication to their institution.
4. A little portion (26 per cent) commented that the employees working in petrol pumps must be given opportunity to participate in the decisions concerning the entire work activities.
5. A large portion of the employees are of the view that a strong grievance redressal mechanism is very much essential to have a strong mental health, while doing work.
6. Majority (60 per cent) of the respondents asserts that a balance between work and life can improve their quality of work life.

### Hypotheses - Findings

1. There is significant relationship between Fair salary and compensation and Job satisfaction

of employees working in Petrol pumps across Alappuzha district.

2. There is significant relationship between Safe and Healthy working conditions and Job satisfaction.
3. There is significant relationship between favorable working time and Job satisfaction.
4. There is significant relationship between Opportunity to take decisions related to work and Job satisfaction.
5. There is significant relationship between Freedom to offer suggestions and Job satisfaction.
6. There is significant relationship between Grievance redressal mechanism and Job satisfaction.
7. There is no significant relationship between Transportation facilities and Job satisfaction.
8. There is significant relationship between balancing work with life and Job satisfaction.

### Suggestions for improvement

Based on the findings some of the suggestions that can be made is

1. The Petrol pump management should implement a better pay package that motivates the employees to work in their units.
2. Favourable working hours should be adopted that leads employees to keep their work life and family life balanced.
3. Safer work environment must always be ensured to keep the employees satisfied in work.

4. More opportunities must be given to the employees to take decisions of their own relating to their work.
5. An effective grievance redressal mechanism should be operated to provide amicable solutions as and when needed.

### Conclusion

Only when employees are made satisfied an organisation to function at its peak. As employees are the back bone of every organisation, they have to be provided well with all the required substances at their place. Here comes the importance of Quality of work life and

its contributions to the success of an organisation. As part of it, the employees have to be given adequate remunerations, safety conditions, opportunities to develop their own skill, requisite rest periods, and balanced work and personal life. By a proper blend of such facilities, an organisation can run a long way to the successful accomplishment of its goals. In this study it is seen that, majority of the employees working at various petrol pumps across Alappuzha district are satisfactory with the facilities provided to them and they all have the strong belief that Quality of work life has a great impact upon the satisfaction of workers towards their job.

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