

## Positive Workplace: Talent of HR Manager towards sustaining Quality of Work Life of employees

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### Abstract

The Significance of HR practices are increasingly recognized as an important task for the success of any organization in nations like India. The main advantage of any organization is maintaining a positive environment in the workplace which in turn would lead to quality of workplace where employees believe in handling critical problems in day to day activities without the hindrances of the union and other parties. The talent of the HR Manager are challenging nowadays in recruiting, selecting and retaining the competent employees in the organization. The demands of work such as late hours, frequent travel, and quick transfers are both psychologically and socially very costly and detrimental to quality of work life. Work should not only be a source of material and psychological satisfaction but a means of social welfare. This paper deals with the Role of HR Manager in creating a positive workplace where workers are

sustained with Quality of Work Life in organization.

**Key Words:** Significance, Positive Workplace, Talent, HR Manager, Employees, Quality of Work Life,

### Introduction

Quality of work life is industrial democracy or codetermination with increased employee participation in the decision making-process. It denotes improvements in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, Job security and healthy and humane working conditions. Quality of work life improves social relationships at workplace through autonomous workgroups. It changes the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial system. Quality of work life refers to the

favorableness or unfavorableness of a job environment for people. It refers to the quality of relationship between employees and the total working environment. Quality of work life is the degree of which work in an organization contributes to material and psychological well-being of its members. Quality of working life is a process of joint decision-making collaboration and building mutual respect between management and employees for improving organizational performance and employee satisfaction. It is a process of work organization which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees.

### **Statement of the Problem**

Quality of work cannot be high unless the work environment is free from all hazards detrimental to the health and safety of employees. Reasonable hours of work, cleanliness, pollution free atmosphere, riskfree work, etc, are the main elements of a good physical environment for work. The job should contain sufficient variety of tasks to provide challenge and to ensure the utilization of talents. Today work has become repetitive and mechanical so that the worker has little control on it. Quality of work life can be improved if the job allows sufficient autonomy

and control, provides timely feedback on performance and uses a wide range of skills. The work should provide career opportunities for development of new abilities and expansion of existing skills on a continuous basis.

### **Objectives of the Study**

- To understand how far workload, teamwork and respect / trust influences, coworker relations and supervisory behavior the employee quality of work life
- To know the impact of Pay / Pay equity, reward / recognition, promotions, Job tenure and autonomy factors towards employee quality of work life
- To emphasis on the physical health, mental health, performance, intent to leave, job commitment and safety climate aspects influencing employee quality of work life

### **Hypothesis for the Study**

- There is no significant relationship with Workload and Study Factors
- There is no significant relationship with Teamwork and Study Factors
- There is no significant relationship with Respect / Trust and Study Factors
- There is no significant relationship with Co-worker relations and Study Factors
- There is no significant relationship with Supervisory behavior and Study Factors

- There is no significant relationship with Pay/pay equity and Study Factors
- There is no significant relationship with Reward/recognition and Study Factors
- There is no significant relationship with Promotion and Study Factors
- There is no significant relationship with Job Tenure and Study Factors
- There is no significant relationship with Autonomy and Study Factors

### **Methodology**

Convenience sampling method was administered for sample of 150 industrial workers in Chennai city. Primary data source was adopted for data collection with questionnaire containing 16 questions covering Job Level Aspects, Compensation/ Recognition Aspects, Culture/climate Aspects, Work Environment Aspects, Health Outcomes Aspects and Other Outcomes Aspects.

### **Discussion**

Job Involvement represents the degree of the individual's identification with or ego involvement in the job. The more central the job is to the individual's life, the greater is his involvement in it. Therefore, the individual spends more time and energy on the job. People with high job involvement are better motivated and more productive. Employee's skills variety, achievement and challenge help to improve job

involvement. Job satisfaction implies the worker's satisfaction with the environment of his job environment consisting of nature of work, quality of supervision, pay, co-workers, opportunities for promotion, etc. Job satisfaction is related to job involvement and people involved in their job are satisfied with their jobs and vice versa. Sense of Competence is the feelings of confidence that an individual has in his own competence. Sense of competence and job involvement reinforce each other. An individual acquires a greater sense of competence as he engages himself more and more in work activities. When he feels more competent he becomes more involved in his job and becomes better motivated. When both sense of competence and job involvement are high, the level of job satisfaction also increases. When an individual's job involvement, job satisfaction, and sense of competence, increase, there is a rise in job performance.

### **Analysis & Interpretation**

- Workload of respondents has a significant relationship with their performance, intent to leave and physical health factors. ( Table 1)
- Teamwork co-ordination available for the respondents has significant relationship with their job commitment, performance factors and mental health factors. ( Table 2)
- Respect / Trust confirmed to respondents has significant relationship with their performance and mental health factors ( Table 3)

- Co-workers relations with the respondents have significant relationship with their performance, intent to leave and mental health factors. ( Table 4)
- Supervisory behaviour towards the respondents has significant relationship with their job commitment, performance and mental health factors. ( Table 5)
- Pay / pay equity confirmed for the respondents have significant relationship with their job commitment, performance and intent to leave ( Table 6)
- Reward / recognition confirmed to the respondents have significant relationship with their job commitment, performance, intent to leave and mental health factors. ( Table 7)
- Promotions given to the respondents have significant relationship with their job commitment and performance factors ( Table 8)
- Job tenure of respondents has significant relationship with mental health, physical health and safety climate available for respondents.( Table 9)
- Autonomy powers given to respondents have significant relationship with their job commitment, performance, intent to leave and mental health factors.( Table 10)

### **Conclusion**

The worker should be made to feel a sense of identify with the organization and develop a

feeling of self-esteem. Openness, trust, sense of community feeling, scope for upward mobility, equitable treatment are essential for this purpose. QWL provides constitutional protection to the employees. Management action can be challenged. Constitutional protection is provided to employees on such matters as free speech, equity and due process. There should be proper balance between work life and personal life of employees. The demands of work such as late hours, frequent travel, and quick transfers are both psychologically and socially very costly and detrimental to quality of work life. Work should not only be a source of material and psychological satisfaction but a means of social welfare. An organization that has greater concern for social causes like pollution, consumer protection, national integration, employment, etc. can improve the quality of work life. It is the center of a person's life and a worker has a whole individual rather than a half human and half machine personality. Quality of work life increases due to factors like increase in education level, consequently job aspiration of employees, association of workers, significance of human resource management, widespread industrial unrest and growing of knowledge in human behaviour.

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### 1. Chi- Square Analysis –Workload and Study Factors

Study Factors	Chi- Square Value	Table Value	Inference
Job commitment	8.34	9.49	NS
Performance	17.47	9.49	S
Intent to leave	21.83	9.49	S
Mental health	1.69	9.49	NS
Physical health	11.38	9.49	S
Safety Climate	2.67	9.49	NS

Source – Primary Data      S- Significant      NS- Not Significant

### 2. Chi- Square Analysis – Teamwork and Study Factors

Study Factors	Chi- Square Value	Table Value	Inference
Job commitment	13.61	9.49	S
Performance	14.86	9.49	S
Intent to leave	3.64	9.49	NS
Mental health	19.48	9.49	S
Physical health	2.44	9.49	NS
Safety Climate	1.09	9.49	NS

Source – Primary Data      S- Significant      NS- Not Significant

### 3. Chi- Square Analysis – Respect / Trust and Study Factors

Study Factors	Chi- Square Value	Table Value	Inference
Job commitment	6.48	9.49	NS
Performance	11.38	9.49	S
Intent to leave	0.38	9.49	NS
Mental health	10.74	9.49	S
Physical health	1.69	9.49	NS
Safety Climate	3.64	9.49	NS

Source – Primary Data      S- Significant      NS- Not Significant

### 4. Analysis of Variance – Co-worker relations and Study Factors

Study Factors	Calculated Value	Table Value	Inference
Job commitment	17.61	19.00	NS
Performance	22.43	19.00	S

Intent to leave	21.09	19.00	S
Mental health	24.68	19.00	S
Physical health	8.64	19.00	NS
Safety Climate	9.38	19.00	NS

Source – Primary Data      S- Significant      NS- Not Significant

#### 5. Analysis of Variance – Supervisory behavior and Study Factors

Study Factors	Calculated Value	Table Value	Inference
Job commitment	31.42	19.00	S
Performance	21.64	19.00	S
Intent to leave	2.64	19.00	NS
Mental health	24.68	19.00	S
Physical health	6.31	19.00	NS
Safety Climate	14.47	19.00	NS

Source – Primary Data      S- Significant      NS- Not Significant

#### 6. Analysis of Variance – Pay/pay equity and Study Factors

Study Factors	Calculated Value	Table Value	Inference
Job commitment	31.46	19.00	S
Performance	28.37	19.00	S
Intent to leave	29.42	19.00	S
Mental health	7.38	19.00	NS
Physical health	11.92	19.00	NS
Safety Climate	10.68	19.00	NS

Source – Primary Data      S- Significant      NS- Not Significant

#### 7. Kruskal Wallis Analysis – Reward/recognition and Study Factors

Study Factors	Calculated Value	Table Value	Inference
Job commitment	7.32	5.99	S
Performance	6.41	5.99	S
Intent to leave	8.93	5.99	S
Mental health	11.24	5.99	S
Physical health	3.64	5.99	NS
Safety Climate	2.86	5.99	NS

Source – Primary Data      S- Significant      NS- Not Significant

#### 8. Kruskal Wallis Analysis – Promotion and Study Factors

Study Factors	Calculated Value	Table Value	Inference
Job commitment	8.67	5.99	S
Performance	11.92	5.99	S
Intent to leave	0.38	5.99	NS
Mental health	3.67	5.99	NS
Physical health	1.54	5.99	NS

Safety Climate	4.83	5.99	NS
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Source – Primary Data      S- Significant      NS- Not Significant

### 9. Correlation Analysis – Job Tenure and Study Factors

Study Factors	Correlation Value	Inference
Job commitment	-0.41	NS
Performance	-0.63	NS
Intent to leave	-0.24	NS
Mental health	0.64	S
Physical health	0.31	S
Safety Climate	0.11	S

Source – Primary Data      S- Significant      NS- Not Significant

### 10. Correlation Analysis – Autonomy and Study Factors

Study Factors	Correlation Value	Inference
Job commitment	0.16	S
Performance	0.81	S
Intent to leave	0.04	S
Mental health	0.37	S
Physical health	-0.61	NS
Safety Climate	-0.08	NS

Source – Primary Data      S- Significant      NS- Not Significant