

**A STUDY ON QUALITY OF WORK LIFE
OF EMPLOYEES SATISFACTION IN THE REAL
ESTATE SECTOR JAIPUR**

***RICHA SHARMA (Research Scholar)**

Email id- richasharma26994@gmail.com

****DR. SANDEEP VYAS (Associate Professor ISIM ,JAIPUR)**

Email id-sandyv3075@gmail.com

Abstract:

Quality in the context of work life is in effect a reflection of how eagerly we look forward to going to the office every morning, how enthusiastically we shoulder the responsibilities assigned to us, how deeply we feel committed towards the organisation, how strong is our sense of belongingness without workplace, how much we value our performance on the job and to what extent we see it as significant for our self-esteem, and, finally, how much pride we take in our work and workplace. Quality of WorkLife (QWL) is the extent to which employees enjoy their work and feel comfortable. It is about the amiable and convenient working conditions which exist within the organisation. Work situation refers to both content and context of the job. QWL is also about the extent of satisfaction derived by the employees on the professional as well as personal life due to their job. Employees are the ultimate asset for any organisation. For organisations to grow and remain sustainable in this competitive world, maintenance of human resources becomes utmost important. No doubt, it is the human capital that is behind all the success. Real estate is also not untouched from it. Delhi/NCR has witnessed burgeoning growth in this field and organisations have achieved skyrocketing heights in this sector. None of it had been possible, had it not been for the untiring efforts of the people involved. The study makes an attempt to understand the QWL of the employees working in this sector and to assess their perception about the various measures of QWL in this sector.

Keywords: Quality of work life, pride in work, human capital, real estate

1. INTRODUCTION

In the present-day work culture that is characterized by cut-throat competition, good quality of worklife has emerged as the sine qua non for high performance in the job. Organisations claiming to provide quality of work life are supposed to have an edge over others. Quality of Work Life (QWL) is a process of work organisation, which enables the organizational members at all levels to actively participate in shaping the organisation's environment, methods and outcomes. This value-based process is aimed at meeting the twin goals of enhanced profitability of organisations and improved quality of life at work for employees. QWL refers to the favorableness or unfavorableness of a job environment for the people working in an organisation. The philosophy of scientific management, which focused solely on specialization and efficiency, has undergone a revolutionary change. QWL has become an increasingly popular concept in recent times. It basically talks about the methods by which an organisation can ensure the holistic well-being of an employee instead of just focusing on work-related aspects. It is a fact that an individual's life cannot be compartmentalized and any disturbance on the personal front will affect one's professional life, and vice-versa. Therefore, organisations have started to focus on the overall development and happiness of the employees and reducing their stress level without jeopardizing the economic health of the company. As defined in Wikipedia 'real estate is property consisting of land and the buildings on it, along with its natural resources such as crops, minerals or water'. Recently, the economy has witnessed a boom in the realty sector. People's demand for real estate is rising, giving rise to increasing profit margins and greater competition. Behind all possible success stories of the real estate is the real-estate employee who is working tirelessly to give meaning and reality to others' dreams, but at what cost. Driven by the notion, an attempt was made to understand the quality of work life of all these dream-weavers especially in Jaipur. Property market in Delhi/NCR continues to flourish and has created stiff competition among various realtors and builders to develop the finest industrial and commercial property in Jaipur. In spite of the advancement in the telecommunication and internet facilities, the estate agents have to be on their toes 24x7. Real estate agents and brokers often work more than a standard 50 hours a week. They are required to work late in the evening and sometimes on weekends as well. They have to be available on call as per the requirements of clients. On the bright side, although the hours are long and often irregular, most agents and brokers have the autonomy to fix their own schedule. That way they enjoy the benefit of flexi-timings.

2. REVIEW OF LITERATURE

Normala and Daud (2010) in their study 'Investigating the Relationship between Quality of

WorkLifeandOrganisationalCommitmentAmongstEmployeesinMalaysianFirms',opinethatemployers should be more considerate towards the QWL if they wish to improve employees' jobsatisfaction and commitment. Datta (1999) in his study 'Quality of Work Life: A Human ValuesApproach' proposed that in a deeper sense, quality of work life refers to the quality of life ofindividualsintheirjobcontextbeitcommercial,educational,cultural,religiousorphilanthropic.

Modern society is organisational society. Individuals spend much of their lives in organisations.Hence, the importance of quality of work life remains undisputed. QWL was defined in terms of'need satisfaction' by Efraty and Sirgy (1990). They further formalized this concept in their laterresearch work and defined QWL as satisfaction of variety of employees' needs through resources,activitiesandoutcomeswhichemergefromparticipationattheworkplace.

Taylor(1977)defined QWL in terms of two very essential components of job namely extrinsic job factors likewages, hours and working conditions, and the intrinsic job factor like nature of the work itself.

Hefurther suggestedthatrelevantQualityofWorkLifeconceptmayvaryfromorganisationtoorganization and in terms of employee group. Mirvis and Lawler (1984) associated Quality ofWork Life with satisfaction with wages, hours and working conditions and further described theimportantcomponentsofagoodQWLassafeworkenvironment,equitablewages,equalemploymentopportunitiesandopportunitiesforadvancement.BabaandJamal(1991)identified job satisfaction, job involvement, work role ambiguity, work role conflict, work roleoverload, job stress, organisational commitment and turnover intentions as typical indicators ofQWL. In their study 'Designing Quality into Work Life', Bertrand and Scott (1992) foundexternal or structural transformations to be responsible for improvement in QWL, but along withthis improved relations betweensupervisors and subordinates weighed equallyfor thedesiredoutcome.Walker(1992)laidemphasisonthetheimprovementoftheworkenvironmentinordertohe lpsatisfyemployeeneeds.Healsoproposedthateambuildingandnurturing senseofownership amongst the employees would not only ensure employee satisfaction but would alsocontributetohigh productivityand performance.Singh (1983)carriedouthisstudiesinchemical and textile factories in India that were working towards the improvement of QWL byreorganising the work and had introduced participatory management . Bhatia and Valecha(1981)hadbasedtheirstudiesonthe problemofabsenteeismratesintextilefactories.

Theysuggested that closer attention should be paid to improve QWL in order to reduce the rate ofabsenteeism . Sinha, D. (2013) in her research work titled 'A Comparative Study of Quality ofWork Life & its Effect on Job Satisfaction on the Employees of Public & Private Sector

Banks'found a very strong and positive correlation between QWL and job satisfaction. The degree of bothQWL and job satisfaction was higher in case of public-sector banks as compared to private-sectorbanks.

3. OBJECTIVES&RESEARCHMETHODOLOGY

The study was conducted with the primary objective to understand the concept of Quality of WorkLife. Moreover, an attempt was also made to study the perception of respondents towards QWL onthebasisofvariousparametersofdemographicvariables,tounderstandtheissuesoflackofQuality of Work Life and finally to suggest measures to improve Quality of Work Life of the employees inreal estatesector.

For this study descriptive research design was used as it is conclusive in nature. Primary data wascollectedwiththehelpofaquestionnaire,whichhadtwosections.Section A dealtwiththedemographic variables of the respondents and Section B had seventeen statements related to theassessment of agreeableness of the respondents towards the measures of QWL on five-point Likertscale, 1 being 'strongly disagree' to 5 being 'strongly agree'. Secondary data was collected fromjournals,magazinesandotherliteraturerelatedtoQWL.Itwasalsosupplementedbytheinformation given in various books and websites, etc. Non-probability convenience sampling wasused for the purpose of the study. The effective sample size was 150. The respondents were mainlyemployees of real-estate sector of jaipur. Data was analyzed with the help of mathematical andstatistical tools using MINITAB-14.

4. DATAANALYSIS&FINDINGST

able 1

DemographicprofileoftheRespondents

Parameters	Category	Frequency (N)	Percentage
Gender	Female	60	40%
	Male	90	60%
Age	18-30	84	56%
	30-40	54	36%
	40-50	12	8%
Designation	Manager	15	10%
	Salesexecutive	54	36%
	Administrative	81	54%

	Staff		
Qualification	Matriculation	18	12%
	Intermediate	54	36%
	Graduation	54	36%
	Post-Graduation	24	16%

From table 1, it can be seen that 60% employees in the real estate sector were males while 40% respondents were females. It again points out a very prevalent social notion that real estate is male-dominated. Youngsters are more interested in real estate. According to this study, 56% respondents were in the age group of 18-30 years, which shows the attractiveness of real estate among youngsters, 36% respondents belonged to the age bracket 30-40 years, while only 8% respondents were in the senior age group (40-50 years), which shows very few people can survive in the long term in real estate. It could also be the case of very tedious and competitive nature of the job, because of which people prefer to explore other avenues after gaining some experience. Most of the respondents were from administrative staff (54%), followed by sales executives (36%) and managers (10%). It was found that only 16% respondents were post-graduates while 36% each were graduates and intermediates. In all it can be concluded that comparatively fewer respondents were from the higher-education bracket.

Table
2 Descriptive statistics of QWL

Parameters	Values
Mean	49.22
S.E Mean	0.829
St. deviation	5.836
Minimum	35.00
Q1	46.00
Q3	54.00
Maximum	59.00

Table 2 exhibits that the mean QWL score is 49.22, signifying that the respondents mean score of QWL is towards the lower side. Had it been above 51, it could be said that QWL is higher in real estate sector. The standard deviation is .829. Quartile 1 is 46 that means 25% respondents have QWL score of less than 46. Q3 score of 59 signifies that only 25% respondents have QWL score above 54, 75% have it below 54. The maximum score of QWL is 59 while the minimum is 35.

Table3**AverageQWLonthe basisofDemographicvariables**

Parameters	Categories	Mean	ST.Deviation
Gender	Female	50.900	4.919
	Male	48.900	6.944
Age	A	49.571	6.137
	B	48.333	5.224
	C	50.750	7.676
Designation	Manager	48.000	5.701
	Sales	50.333	6.278
	executiveAdministrativestaff	48.704	5.710

Qualification	Matriculation	48.667	6.532
	Intermediate	50.278	4.390
	Graduation	48.889	7.646
	MBA	40.000	0.000
	Post-graduation	49.143	2.610

From Table 3, it was found that there was not much difference in the mean values of QWL across various demographic variables. The perception of female employees towards QWL was slightly better than their male counterparts. In terms of age, respondents belonging to 40-50 age group had the highest mean QWL score, i.e., 50.33, mean QWL score of sales executives was better than that of managers and administrative staff, though not very significantly high. Respondents with 10+2 qualification had the highest mean QWL scores in terms of qualification while MBA graduates had the lowest mean QWL score (40.00).

Table 5
Agreeableness towards various measures of QWL

S.No.	Statement	SA (%)	A (%)	ND (%)	D (%)	SD (%)
1	Satisfaction with salary	14	6	20	26	34
2	Autonomy in work	22	18	24	16	20
3	Flexible working hours	28	16	16	30	10
4	Wish for long-term association with the Organization	0	8	22	32	20
5	Recognition of contribution	14	12	14	36	24
6	Challenging nature of job	34	26	14	26	0
7	Merit-linked promotion	16	20	24	36	4
8	Training & development	36	22	28	12	2
9	Effect on family life due to workload	26	8	30	16	20
10	Overtime allowances	44	24	16	14	2
11	Safety provisions	14	18	32	16	20
12	Frequency of training	48	18	16	16	2
13	Satisfaction with supervision	18	14	30	26	12
14	Skill identification & utilization	14	16	20	30	20
15	Opportunity to apply skills	22	18	34	16	10
16	Superior-subordinate relationship	6	18	16	34	26
17	Overall QWL	24	18	12	34	12

Using percentage analysis (Table 5), it was found that the maximum employees were not satisfied with their salary, which creates high attrition rate in the real-estate sector. 60 percent people were totally dissatisfied with the salary structure of their organisation. In terms of autonomy of work,

40 percent said that they had autonomy in their work but 36 percent said that they were not permitted to do work freely. In the real-

estate sector employees are bound with the rigid work environment. 40 percent respondents said that they didn't get flexible work timings but 44 percent said that due to the nature of work they enjoyed flexi-work hours. 60 percent respondents felt that their contribution was not recognised in their organisation. As far as training and development opportunities are concerned, 58 percent agreed that their organisations provide training. In terms of work-life balance

34 percent respondents felt that their family life is affected negatively because of excessive workload, but at the same time 68 percent respondents felt that their overtime was duly compensated. In terms of safety, 44 percent respondents opined that there were insufficient safety measures for the construction-site workers. It was indeed significant as the Government has laid down very stringent norms for safety of the employees. During the study it was found that 38 percent of the respondents were not happy with the supervision. The skills of the employees were neither identified properly nor were they properly utilized, as opined by 50 percent of the respondents. It was felt by 60 percent respondents that the interpersonal relationships of the workers and supervisors were not satisfactory. In terms of overall QWL in the real-estate sector, 42 percent respondents felt that it was good, while 46 percent respondents disagreed. From all the above observations and findings it can be said that there is plenty of scope for the improvement of QWL in the real-estate sector.

Apparently it was found that change should be reflected in mutual trust and confidence towards effective understanding of the needs of worker and employers. The new age knowledge-based employees are mostly young in the fields of technology and management. They don't easily place their trust in their bosses or older peers. In spite of the breaking of the traditional work structures, still a great distance is left to mould the organizations as per the needs and requirements of these new age workers. They require more flexibility and autonomy in their work. At the employers' end, it is difficult for them to accept all the conditions of these young employees and grant

them permanent positions unless they have proven their worth. Somehow, this creates a lot of psychological pressure on the employees and their lives are characterised by a pronounced conflict between

professional and private lives. The implication of all this is that it leaves the worker with less and less time for interests, family and free time to pursue their own interesting general. Workplace flexibility is increasingly becoming important both for the employers as well as the employees. A good fit between employees' personal and professional roles can go a long way in resolving conflicts.

5. MANAGERIAL IMPLICATION & CONCLUSION

Quality of Work Life in an organisation is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at the height of their potential and are free from stress and strain. QWL can affect such things as employees' punctuality, discipline, their work output, absenteeism and satisfaction. It helps the employees feel secure and makes them believe that they are being cared for by the organisation for which they work. There have been a number of incidents of accidents on construction sites. In order to minimize these accidents, safety measures should be improved in the organisations so that workers' safety could be ensured. Workers should be encouraged to offer suggestions for making improvements in the organisation. This makes them feel important in the company. Sufficient training programs should be organised in order to enhance employee productivity. Appropriate pay strategies could be evolved to give fair, adequate and competitive compensation to the employees. Performance-based increments would keep the employees motivated. Leave policies should be flexible and considerate. Information flow within the organisation could be improved. It creates transparent work culture. The employers should give more recognition to employees' contribution and they should be duly rewarded. Overall it was found that respondents' perception towards QWL in the real-estate sector is not highly favourable. Moreover, it lies towards the lower side only. It is high time that the organisations should take their needs into consideration and work on them to establish systems that contribute towards the improvement of quality of work life.

6. LIMITATIONS

Perfection is desirable but many times not achievable. This study also suffers from certain limitations. First and foremost being the limited sample size and restricted geography. Had the sample from across the India been collected, it would have presented much clearer picture of the scenario. This study is based upon the assessment of perception of the respondents and it is very well known that human nature is too complex to predict and analyze. There is also a possibility that the respondents might not have responded with absolute honesty. Researchers have made adequate effort on their part to neutralize these limitations to the best possible level by incorporating opinions and views

of senior managers, workers, their own observations, secondary literature etc. other than the data from the questionnaire.

REFERENCES

- [1] www.mbaknol.com/human-resource-management/qualityofworklife-qwl/
- [2] <http://www.yourarticlelibrary.com/employee-management/quality-of-work-life-its-meaning-and-definition-employee-management/26112/>
- [3] <http://www.mbaskool.com/business-concepts/human-resources-hr-terms/2390-quality-of-work-life-qwl.html>
- [4] http://en.wikipedia.org/wiki/real_estate
- [5] <http://activerain.trulia.com/blogsview/44025/>
- [6] Normala and Daud. (2010). Investigating the Relationship Between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms. *International Journal of Business and Management*. Vol:5, No. 10.
- [7] Datta, T. (1999). *Quality of Work Life: A Human Values Approach*. *Journal of Human Values*. Vol:5, No.2 (Oct), pp.135-145
- [8] Sirgy, M.J., Efraty, D., Siegel, P., and Lee, D.J.. (2001). *A New Measure of Quality of Work Life (QWL) Based on Need Satisfaction and Spillover Theories*. *Social Indicators of Research*, 55, pp.241-302
- [9] Taylor, J. (1977). *Job Satisfaction and Quality of Work Life: A reassessment*. *Journal of Occupational Psychology*. 50, 243-252.
- [10] Mirvis, P.H. and Lawler, E.E. (1984). *Accounting for the Quality of Work Life*. *Journal of Occupational Behaviour*. 5. 197-212.
- [11] Baba, VV and Jamal, M. (1991). *Routinisation of Job Context and Job Content as Related to Employees' Quality of Working Life: A Study of Psychiatric Nurses*. *Journal of Organisational Behaviour*. 12. 379-386.
- [12] Bertrand, J. (1992). *Designing Quality into Worklife*. *Quality Progress*. 12, 29-33.
- [13] Walker, J.W. (1992). *Human Resource Strategy*. New York, NY: McGraw-Hill.
- [14] Singh, J.P. (1983). *QWL Experiments in India: Trials and Triumphs*. *Abhigyan*, (Fall), 1983.
- [15] Bhatia, S. K. and Valecha, G. K. (1981). *A Review of Research Findings on Absenteeism*. *Indian Journal of Industrial Relations*. October 1981. Vol. 17(2), pp.1234.
- [16] Sinha, D. (2013). PhD Dissertation 'A Comparative Study of Quality of Work Life & its Effect on Job Satisfaction on the Employees of Public & Private Sector Banks'. Uttar Pradesh Rajarshi Tandon

OpenUniversity,Allahabad(U.P.),India.

Othere-references

[http://pioneerjournal.in/files.php.QWL-Adeterminant for jobperformance-206379471.pdf](http://pioneerjournal.in/files.php.QWL-Adeterminant%20for%20jobperformance-206379471.pdf)<http://www.ufhrd.co.uk/workpress/wp-content/uploads/2014/11/kalayanee-senasu.pdf><http://www.newtonslawsandqwl.blogspot.com/p/models-and-components-of-qwl.html><http://scholarsworld.net/english/wp-content/uploads/2014/04/paper-19.pdf><http://www.ipublishing.co.in/ajmrvol1no1/EIJMRS1024.pdf><http://docslide.us/documents/aprojectreporton-5584548504d8b.html>

[View publication stats](#)