



# A STUDY ON QUALITY OF WORK LIFE IN RAMCO CEMENTS LTD CHENNAI

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## ABSTRACT

The project aims to study the concept “Quality of Work-Life” and the role it plays in enhancing the productivity and performance in an organization. It also aims at understanding a wide range of welfare activities to be undertaken in order to improve Quality of Work-Life (QWL) in an organization. The success of any organization is highly dependent on how it attracts, recruits, motivates and retains its work force. WORK FORCE Organizations are required to adopt a strategy to improve the employees QWL to satisfy organizational objectives and employee needs. The project studies the importance of having effective QWL practices in organizations and the irimpact on employee performance and the overall organizational performance. The QWL consists of three main components namely Occupational health care, Suitable working time and appropriate salary. The conclusion drawn from the project is that a better QWL leads to motivation and satisfaction and thereby increases production & performance. It helps in reducing absenteeism, stress & distractions. A company having a good QWL becomes the “employer-of-choice” for talented workers which provides competitive advantages for business in sectors facing shortage of skilled workers and managers. It also reduces the It is recommended to make the employees aware of the company goals, vision, mission, which will give them a sense of belonging and responsibility to the organization. It is advised that the organization highlight its excellent QWL elements such as fair.

## 1. INTRODUCTION

Quality of work life denotes all the organizational inputs which aim at the employee satisfaction and enhancing organizational effectiveness. By the globalization the modern employees are experiencing distress. To meet the challenges posed by present standards, organizational must focus their attention in bringing a balance between work life and personal life. The underlying assumption is that work life balance will ultimately ensure Quality of work life. Sigmund Freud is considered to be the father figure of Psycho analysis. His prescription for a healthy person is a combination of “Lieben und Arbeiten” that is Love and Work. In present working environment the workers are looking for quality of life as a superior human endeavor. Such endeavor calls for a trade off between work life and family life. Today an employee desires work to be more meaningful and challenging because quality is the acid test. A Quality of work life gives an opportunity for deep sense of fulfillment. Employees seek a supportive work environment that will enable them to balance work with personal interests. Such balance contributes to superior human existence in ample measure. Quality of work life provides a more humanized work environment. It attempts to serve the higher order needs of workers as well as their basic needs. Quality of Work Life indicates that the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally it should contribute to, or at least leave UN paired, workers abilities to perform in other life roles. Such as citizen, spouse and parent. That is work should

contribute to general social advancement. Employees in several companies that instituted Quality of work life experienced better health and greater safety on the job. Other benefits included improved employee satisfaction, morale, job interest, commitment and involvement ; increased opportunity for individual growth ; greater sense of ownership and control of the work environment development of managerial ability for circle leaders, improved communication in the organization and greater understanding and respect between management and workers.

## 2. REVIEW OF LITERATURE

*Raduan Che Rose, LooSee Beh Jegak Uli and Khairuddin Idris, "An Analysis of Quality of Work Life (QWL) and Career- Related Variables" American Journal of Applied Sciences 3 (12): 2151-2159, 2006*

The result of this study supports the proposition that the degree of satisfaction in QWL is related to the degree to which the individual believes his or her success criteria have been met, especially if the individual places great importance on these criteria which include organizational climate, pay, respect, personal growth and family life balance. This supports the materialistic work ethic that place strong emphasis on corporate power, income and personal growth as parts of their careers. It can also be concluded from the data, that the individual's family life correlates significantly with his/her level of QWL. This further suggests that a successful family life carries over into one's career and makes one more satisfied with personal achievements. The fact that is worthy of conclusion is the importance of career achievement in QWL. In the current context, the emphasis is on income, position and personal growth and opportunity in career mobility as potential success indicators. Further, this is related to having a harmonious successful home environment from spousal and family support that is highly valued where career balance is expected to provide some impact as found in this study. It can thus be concluded that the essential predictors of QWL appears to be career related and these career elements are not in isolation but in harmony with the organizational climate. By taking into account the managers' and executives' met expectations of their career development, QWL can be heightened through

harmonious organizational climate that serves as a psychological dynamism.

*Raduan Che Rose, LooSee Beh, Jegak Uli and Khairuddin Idris "Quality Of Work Life: Implications Of Career Dimensions" Journal of Social Sciences 2 (2): 61-67, 2006*

Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. Accordingly, the rising number of two-income households is heightening the concern for employees' quality of work life. Given that female participation at work is increasing, it is apparent that males and females independently will need to take care of both work and home. Therefore, quality of work experience rather than work per se became the focus of attention and workplace wellness is crucial in promoting healthier working environments.

## 3. COMPANY PROFILE

### Birth of the Ramco Cements Limited

In the 1950s, investment in Cement Industry was not attractive due to price controls and the massive investments required. Only those entrepreneurs who were not profit-minded but cared for the country's development came forward to invest in the Cement Industry. When Shri. Manubai Shah, Central Minister for

Industries in late fifties came to Madras to meet the Industrialists; he called upon Shri P A C Ramasamy Raja and requested him to start a cement factory in TN. This was readily accepted by Shri PACR and this marked the birth of The Ramco Cements Limited in 1961.

#### **Concern for Investors**

On the night of September 3, 1962, while the whole city slept, PAC Ramasamy Raja lay on his bed in the Madras General Hospital, seriously ill. As all his near and dear watched with tears in their eyes, PAC Ramasamy Raja summoned his son Ramasubrahmaneya Rajha to his bedside. "There is no more hope", he whispered, "You should take care of everything from now. My main concern is for The Ramco Cements Limited. I have taken a lot of money as shares from well-wishers and I have not paid them back any dividends as yet. This has to be taken care of immediately". Those were his last words.

#### **PACR's Dream Come True**

PACR's last wish was dutifully fulfilled by the former Chairman Shri.P.R.Ramasubrahmaneya Rajah. Today, The Ramco Cements Limited is not only one of the most respected cement companies in the country but also leads in giving the best return to the investors. With a cement capacity of 15.5 millions tons per annum, the company is the fifth largest producer of cement in India. It is also one of the largest wind energy producers in the country with a capacity of 125.95 MW.

#### **Birth of Cement Plants**

The first plant of RCL at Ramasamy Raja Nagar, near Virudhunagar in Tamil Nadu, commenced its production in 1962 with a capacity of 200 tonnes, using wet process. In 70s, the plant switched over to more efficient dry process. A second kiln was also added to bring the total capacity to 15 lakh tons per annum. The second venture of RCL is its Jayanthipuram plant near Vijayawada in A.P., set up in 1987. The 36.50 lakh ton per annum plant employs the latest state-of-the-art technology. The third venture of RCL is at Alathiyur in TN. It was set up in 1997 and expanded by addition of another line in 2001. The 30.50 lakh tons per annum plant is the most modern plant in the country. Ariyalur plant started operations in 2009 with a capacity of 2 MTPA. It is well-equipped with modern quality control systems. Currently Line 2 of the plant with a capacity of another 2 MTPA was commissioned in 2012.

#### **Other Ventures**

In 2000, RCL acquired Gokul Cements situated in Method in Karnataka whose capacity is 2.90 lakh tons per annum. Being an eco-friendly company, RCL set up the Ramco Windfarm in 1993 at Muppandal in TN. This was followed by wind farms in Poolavadi near Coimbatore in 1995, Oothumalai in 2005 and in Method - the combined capacity of the wind farms is about 125.95 MW. In the year 1999, RCL commissioned the most sophisticated Ready Mix Concrete Plant in Medavakkam in South Chennai. In 2002, a state-of-art Dry Mortar plant was commissioned near Sriperumpudur, Tamilnadu which manufactures dry mortar, cement based putty and tile fix compound. The Company has four satellite grinding units, located at Chengalpattu and Salem in Tamil Nadu, Kolaghat in West Bengal and Vizag in Andhra Pradesh. The aggregate grinding capacity of the four plants is 40 lac tonnes per annum.

### **4. EXECUTION**

#### **4.1. STATEMENT OF PROBLEM**

##### **PAY**

Quality of work life is basically built around the concept of equitable pay. In future employees may want to participate in the profit of the organization.

##### **PEOPLE**

Almost everyone has to deal with three sets of people in the work place. Those are namely boss, peers in the same level and subordinates. Apart from this, some professions need interaction with people like media persons, public, customers, physically disabled people, mentally challenged, children, foreign delegates, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

##### **HEALTH CONDITIONS OF EMPLOYEES**

Organization should realize that their true wealth lies in their employees and provide healthy environment for employees should be their primary objective.

##### **PERSONAL AND CAREER GROWTH OPPORTUNITIES**

An organization should provide employees with opportunity for personal/professional development and growth

and to prepare them to accept the responsibilities at higher level.

**PARTICIPATIVE MANAGEMENT STYLE AND RECOGNITION**

Organization structure helps the organization to facilitate employee participation. A Participative management style improves the quality of work life. Workers feel that they have control over their work process and they also offer the innovative ideas to improve them. Recognition also helps in motivating employees to perform better. Recognition can be in form of rewarding employees for their best performance.

**AUTONOMOUS WORK TEAMS**

An autonomous work team is one which can plan, regulate and control its own work environment. The management only specifies the goals that too in collaboration with the team. The team organizes the contents and structure of its job, evaluates its own performance, establishes its speed and chooses its production method

**4.2. SAMPLING FRAMEWORK**

The population is finite and “Simple random sampling method” will be adopted for selecting samples from the finite one.

**4.3. LIMITATION OF THE STUDY**

- The employees and workers were interviewed during the course of their working time, so they were in a hurry to respond to the questions, which may have affected the quality of data.

- Time constraint was another limiting factor. The time available for the study was very much limited.
- The study covers only a few aspects of Quality of Work Life since it is a wide topic to conduct a complete study within the limited parameters. In spite of all the above limitations, every attempts and have been made to present this report in the best possible manner.

**5. DATA ANALYSIS AND INTERPRETATION**

The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data groups. The data after collection has to be processed and analyzed in accordance with the outline laid down in research plan or research design. This is essential for a scientific study and for ensuring that we have all relevant data for making comparisons and analysis. Technically processing of data implies editing, coding, classification and tabulation of collected data so that they are available for analysis. Analysis particularly in case of surveys involves estimating the values of unknown parameters of the population and testing of hypothesis for drawing inferences. “Thus in the process of analysis, relationships or differences supporting or conflicting with original or new hypothesis should subject to statistical tests of significance in order to determine with what validity data can be said to indicate any conclusions.”

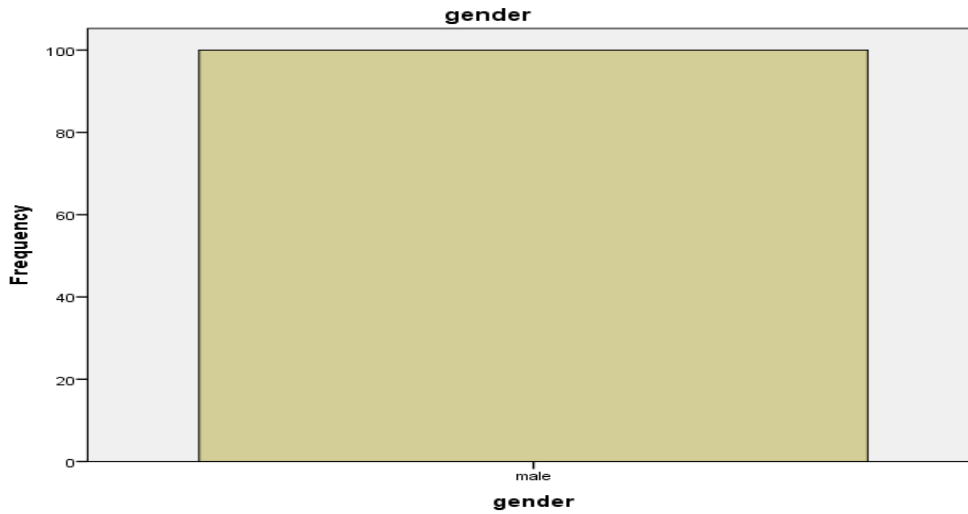
**DATA ANALYSIS 4.1**

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	100	100.0	100.0	100.0

**INTERPRETATION**

In the above specified table all the workers in the organization are male employees.



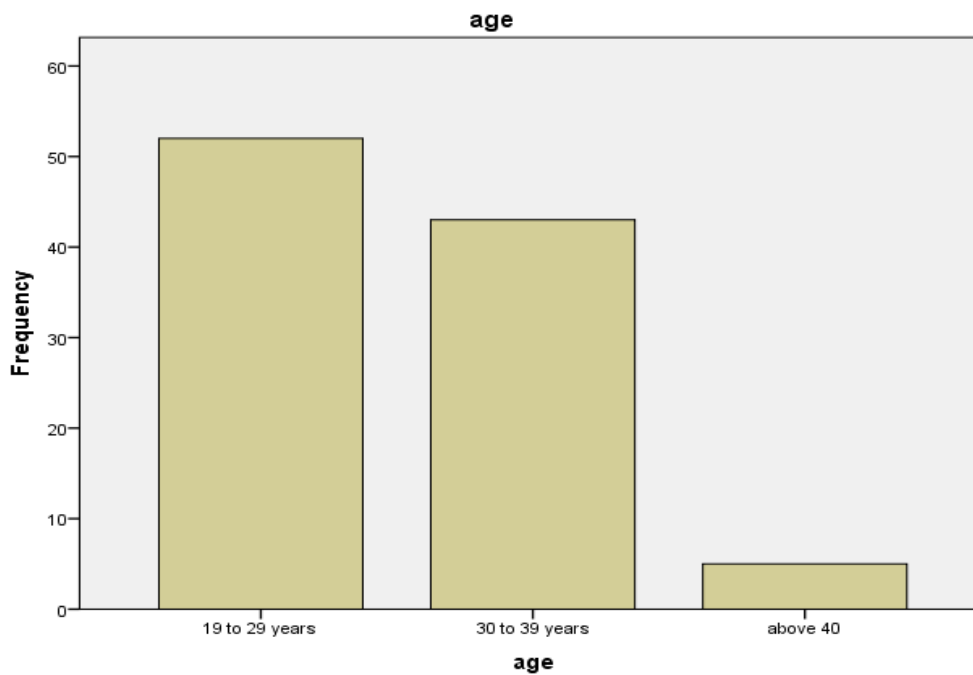
**Data analysis 4.2**

**Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 19 to 29 years	52	52.0	52.0	52.0
30 to 39 years	43	43.0	43.0	95.0
above 40	5	5.0	5.0	100.0
Total	100	100.0	100.0	

**INTERPRETATION**

In the above specified table 52% respondents are come under 19 to 29 years of age, 43% respondents are come under 30 to 39 years of age, 5% respondents are above 40 years of age. Based on the analysis most the employees in the organization are come under 19 to 29 years of age.



## **6. CONCLUSION**

Many executives realize that the richest assets and the most difficult problems of a company are its people. People provide business with its greater strengths and, at the same time require management to do its best creative thinking. In an organization, every department or work group may have a unique climate. The atmosphere of one, for example is tense because of the presence of an authoritarian boss and a lot of neurotic employees. In another place, the pervading atmosphere is cheerful and friendly because the boss is an emotionally mature leader and the employees are relaxed and cooperative. The organizational climate in industry is so important that everyone should be aware of its influence. Although intangible, organizational climate is a real phenomenon. In every organization there exists elements that exert the profound influence on the existing climate. In some organizations certain factors like structure or process plays a major role, whereas in others the level of technology may be a major influential factor in climate. Climate can influence motivation, performance, job satisfaction and quality of work life. It does this by creating certain kinds of expectancies about what consequences will follow from different actions. Employees expect certain rewards and satisfactions, on the basis of their perception of the organization's climate. These expectations tend to lead to organizational climate.

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