

Assessment of Quality of Work Life in Hilti Manufacturing India Pvt. Ltd.

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Abstract: The work culture changes drastically in the recent years, the traditional concept of work to fulfill humans' basic needs are also facing out. The basic needs are continued to diversify and change according to the evolution of the work system and standards of living of a workforce. So, with this reference the research paper titled "Assessment of Quality of Work Life in Hilti Manufacturing India Pvt. Ltd". The objective of this research paper is to assess the quality of work life and to evaluate various factors of Quality of work life for improving QWL at HILTI. For assessment of quality of work life in Hilti, Researcher considered different ten factors i.e., Secure Base, Work Satisfaction, Supervisor Culture, Work Culture, Compensation, Growth, Safety, Purpose and values, Branding, Teamwork. Researcher have chosen descriptive research design. Primary data collected through questionnaire from 81 permanent workers of Hilti manufacturing India Pvt. Ltd. and secondary data collected from books, internet. Statistical tools used are frequency analysis, cross tabulation. From this study researcher found that all the factors of QWL in each unit and department of the company are nearer to the level of agree.

Keywords: constitutionalisation, cross-tabulation, life space, QWL, secure base, work culture.

1. Introduction

A. About Company - HILTI at Glance

Founded in 1941, the worldwide Hilti Group evolved from a small family company Hilti provides leading- edge technology to the global construction industry. Hilti products, systems and services offer the construction professional innovative solutions with outstanding added value. The headquarters of the Hilti Group are in Schaan in the Principality of Liechtenstein. Almost 20,000 employees, total of more than 200,000 customer contacts every day. in more than 120 countries around the world, enthuse their customers and build a better future. The corporate culture is founded on integrity, courage, teamwork and commitment. Hilti has its own production plants as well as research and development centers in Europe and Asia.

Mission Statement: "We passionately create enthusiastic customers and build a better future."

Values: In the Hilti world, they base their culture on commitment, integrity, responsibility, trust, tolerance and respect for others. Thinking globally, acting locally and having common values, visions, and goals all within the context of

Innovation and their Culture Journey are part of the Hilti Indian culture.

About topic:

Meaning and concept of quality of work life

Quality of work life refers to favorable or ungovernableness of the job environment for people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the organization. Quality of Work Life is a prescriptive concept attempts to design work environment so as to maximize concern for human welfare. Quality of work life improvements are defined as any activity which takes place at a every of an organization, which seeks great organization effectiveness through the enhancement of human dignity and growth. Quality of Work Life (QWL) has become 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. Quality of Work Life was the term actually introduced in the late 1960's. From that period till now the term is gaining more and more importance everywhere, at every work place. Initially quality of work life was focusing on the effects of employment on the general well-being and the health of the workers. But now its focus has been changed. 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.

Quality of work life includes:

Walton proposed eight conceptual categories that together make up the quality of work life those are adequate and fair compensation, Safe and healthy working conditions, Immediate opportunity to use and develop human capacities, social integration in the work organization, Constitutionalisation, Work and total life space, social relevance of work life, Promotion and career planning

Quality of work life at hilti:

For assessment of quality of work life in Hilti, from informal discussions with HR Manager, his team and other top Management Personnel, we consider the following ten factors: 1. Secure Base, 2. Work Satisfaction, 3. Supervisor Culture, 4.

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Work Culture, 5. Compensation, 6. Growth, 7. Safety, 8. Purpose and values, 9. Branding, 10. Teamwork.

2. Literature Review

1)GS Rethinam, M Ismail - European Journal of Social Sciences (2007), Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals

It has been believed that the results of this review would also have significant implications on the individuals who intend to join the IT profession and would help the potential IT professionals to prepare themselves psychologically to meet the demands and challenges which otherwise may risk a poor QWL. This analysis also allows the utility of the knowledge claimed by other scholars in different work and cultural backgrounds to fill a scarcity of information that can eventually improve the understanding on the QWL among IT professionals. It is also believed that this review provides directions to researchers from the various fields such as medical practice, occupational, safety and health (OSH) as well as ergonomics to further explore empirical evidence affecting QWL of IT professionals.

2)Daljeet Kaur, International Research Journal (2010), Research paper on quality of work life in ICICIBANK Ltd, Chandigarh

On the basis of study, it concludes that employees of ICICI bank Ltd in Chandigarh Region are happy with the working conditions of the Bank. They feel that they are safe and secure in Bank. They feel that Bank should start their own transport facilities for the staff. However, the dissatisfaction among them is the less growth opportunities. They are not provided with extra care like health camps etc. They are not happy with the way performance appraisal is done and feel that their management is not flexible with their social responsibilities and hence they are less satisfied with their jobs.

3)Md. Zohurul Islam and Sununta Siengthai, ILO Conference on Regulating for Decent Work (2009), Quality of Work Life and organizational performance: Empirical evidence from Dhaka Export Processing Zone.

A large number of workers in DEPZ (Dhaka Export Processing Zone) Bangladesh are playing an exciting role for economic growth special focus on investment, employment and export. This study focused on to identify the factors those are associated with employees' job satisfaction and their quality of work life. More specific the study was to identify the relationship between QWL and employees' satisfactions as well as QWL and organizational performance. The employees' job satisfaction, wage policy, company policy and union also have a positive relationship with organizational performance in DEPZ enterprises.

4)Kongkiti Phusavat, International Journal of Management and Enterprise Development (2009), Productivity improvement: impacts from Quality of Work Life.

The research examines the characteristics of the impacts from Quality of Work Life (QWL) on productivity. This study takes place at one manufacturer, the Bangkok Interfood Company Limited (BIF) in Thailand. Initially, several ratios representing both productivity and QWL are developed.

Afterwards, quantitative data is collected over the period of 13 months. Primary techniques used for this study include the Multi-Criteria Performance/Productivity Measurement Technique (MCPMT), and statistical and mathematical models. Then, the liner and quadratic models are applied to gain insights on how QWL influences productivity. The results illustrate positive impacts from QWL on productivity. Furthermore, based on the findings from a nonlinear model, the impacts from QWL appear to be diminishing at the beginning before a more accelerated pace later. These imply the need for a company's top management to be patient with QWL. Finally, the limitations and future research are discussed.

3. Research Methodology

The Primary objective for this study was to assess the QWL at Hilti Manufacturing India Pvt. Ltd. and secondary objectives were to evaluate various factors of QWL in each department and each unit of company and to suggest measures (if any) in improving QWL at HILTI. Researcher used descriptive research design for doing detailed analysis about QWL at Hilti Manufacturing India Pvt. Ltd. Both the data type i.e., primary and secondary data type were used. Primary data were collected through questionnaire and secondary data were collected from books, internet. Questionnaires were used as data collection instrument. As above mentioned, 10 factors of QWL 5 questions per factor i.e., total 50 questions were framed in questionnaire. It was population survey, population size was 81 permanent worker of Hilti Manufacturing India Pvt. Ltd. Frequency analysis and cross tabulation were used as statically tools.

4. Data Analysis and Interpretation

Statement 2: I have threat of dismissal if not followed code of conduct.

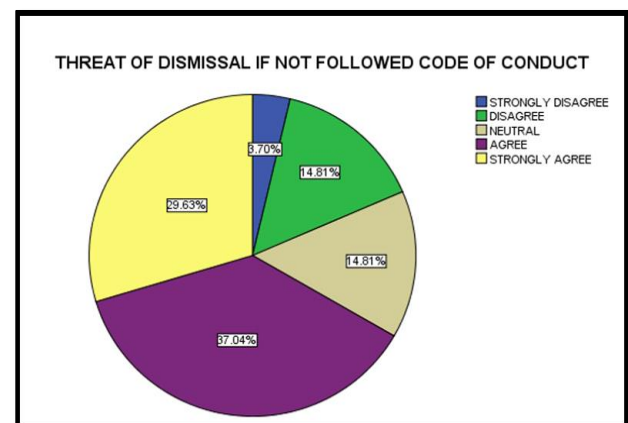


Fig. 1. Frequency analysis

Interpretation:

The objective of the question is to find out that how many workers have threat of dismissal if not followed code of conduct. We can conclude that, here 37% workers agree and 29.6% strongly agree that they have threat of dismissal if not followed code of conduct.'

Statement 8: I am utilizing skills/potentials during my day-to-day work.

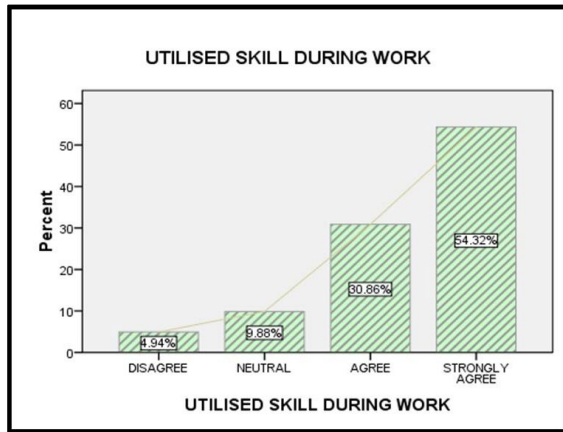


Fig. 2. Frequency analysis

Interpretation:

The objective of the question is to find out whether workers are utilizing skills/potentials during day-to-day work or not. We can conclude that, 4 respondents are disagree and 8 workers are neutral about it. Others are strongly agreeing (54.3%) and agree i.e., they are utilizing skills/potentials during day-to-day work.

Statement 18: I have been encouraged and appreciated for taking initiative.

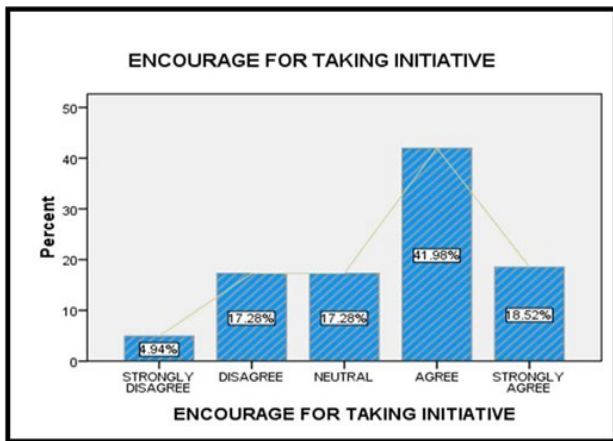


Fig. 3. Frequency analysis

Interpretation:

The objective of the question is to find out that how many workers believe that they have been encouraged and appropriated for taking initiative. We can conclude that 15 respondents are strongly agreed and, 34 are agree, 14 are neutral about it. 14 are disagreeing and 4 are strongly disagreeing about it.

Statement 27: An opportunity to get training is available to me.

Interpretation:

The objective of the question is to find out that how many workers are provided an opportunity for training. We can conclude that 10 respondents are strongly agreed and, 31 are agree, 13 are neutral about it. 21 are disagreeing, 6 are strongly

disagreeing about it. We can conclude that half of the respondents are agree with it.



Fig. 4. Frequency analysis

Statement 41: Hilti has excellent reputation in public.

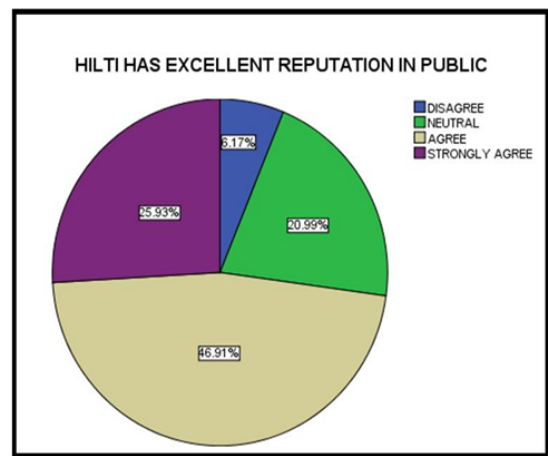


Fig. 5. Frequency analysis

Interpretation:

The objective of the question is to have opinion of workers regarding Hilti's public reputation. We can conclude that only 6.2% respondents are disagreeing, 74.1% have favorable opinion regarding Hilti's reputation in public.

Table 1
Cross tab: (Age & statement 16 - treated with due respect)

	Treated with due respect		
	Frequency	Percent	Cumulative Percent
Strongly disagree	1	1.2	1.2
Disagree	13	16.0	17.3
Neutral	12	14.8	32.1
Agree	38	46.9	79.0
Strongly agree	17	21.0	100.0
Total	81	100.0	

Null hypothesis (H0): There is no association between age of workers and workers treated with due respect.

Alternative hypothesis (H1): There is association between age of workers and workers treated with due respect.

Interpretation:

Here the value of test $0.035 < 0.05$, so that H0 is rejected, i.e. There is association between age of workers and workers treated with due respect. Here we can observe expected values.

Table 2
Age * Treated with due respect cross tabulation

		Treated with due respect					Total	
		SD	D	N	A	SA		
AGE	<= 35	Count	0	3	5	11	2	21
		Expected Count	.3	3.4	3.1	9.9	4.4	21.0
	36 - 40	Count	0	3	2	18	5	28
		Expected Count	.3	4.5	4.1	13.1	5.9	28.0
	41 - 45	Count	0	6	4	6	6	22
		Expected Count	.3	3.5	3.3	10.3	4.6	22.0
	46 - 50	Count	0	1	0	0	2	3
		Expected Count	.0	.5	.4	1.4	.6	3.0
	>=51	Count	1	0	1	3	2	7
		Expected Count	.1	1.1	1.0	3.3	1.5	7.0
Total		Count	1	13	12	38	17	81
		Expected Count	1.0	13.0	12.0	38.0	17.0	81.0

Table 5
Experience * Satisfied with overall compensation cross tabulation

Exp.		Satisfied with overall compensation					Total	
		SD	D	N	A	SA		
6-10	Count	3	4	6	4	1	18	
	Expected count	4.2	4.2	4.2	3.1	2.2	18.0	
11-15	Count	9	9	4	5	3	30	
	Expected count	7.0	7.0	7.0	5.2	3.7	30.0	
16-20	Count	6	5	7	5	3	26	
	Expected count	6.1	6.1	6.1	4.5	3.2	26.0	
>=21	Count	1	1	2	0	3	7	
	Expected count	1.6	1.6	1.6	1.2	.9	7.0	
Total		Count	19	19	19	14	10	81
		Expected count	19.0	19.0	19.0	14.0	10.0	81.0

Age <=35, expected value of agree respondents is 9.9 and count value is 11. Between age 36-40 expected value of strongly agree respondents is 5.9 and count value is 5. Between age of 41-45 expected value of strongly agree respondents is 4.6 and count value is 6, between age of 46-50 expected value of strongly agree respondents is 0.6 and count value is 2, and expected value of agree respondents of age >=51 is 1.5 count value is 2. So, there is association between age of workers and workers treated with due respect.

Table 3
Chi-square Tests

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	27.601	16	.035
Likelihood Ratio	23.930	16	.091
Linear-by-Linear Association	.015	1	.903
N of Valid Cases	81		

Table 4

Cross tab: (Experience & statement 21: I am satisfied with overall compensation)

	Frequency	Percent	Cumulative percent
Strongly disagree	19	23.5	23.5
Disagree	19	23.5	46.9
Neutral	19	23.5	70.4
Agree	14	17.3	87.7
Strongly agree	10	12.3	100.0
Total	81	100.0	

Null hypothesis (H0): There is no association between experience of workers and workers' satisfaction with overall compensation.

Alternative hypothesis (H1): There is association between experience of workers and workers' satisfaction with overall compensation.

Table 6
Chi-Square Tests

	Value	df	Asymp. Sig.(2-sided)
Pearson Chi-Square	12.058	12	.441
Likelihood Ratio	11.539	12	.483
Linear-by-Linear Association	.893	1	.345
N of Valid Cases	81		

Interpretation:

Here the value of test 0.441 > 0.05, so that H0 is accepted, i.e. There is no association between experience and workers satisfied with overall compensation. Here we can observe expected values. Between experience of 6-10 years, expected value of strongly agree respondents is 2.2 and count value is 1, Between experience of 11-15 years, expected value of strongly disagree respondents is 7 and count value is 9. Between experience of 16-20 years expected value of disagree respondents is 6.1 and count value is 5, expected value of strongly disagree respondents of experience of >=21 years is 0.9 and count value is 3. So, we can find no association between experience and workers satisfied with overall compensation.

5. Findings

Based on frequency analysis:

- Workers agree that they have threat of dismissal if not followed code of conduct. (37%).
- Workers strongly agree that they are utilising skills/potentials during day-to-day work. (54.3%).
- Workers agree that they have been encouraged and appropriated for taking initiative. (42%).
- Workers agree about that workers are provided an opportunity for training. (38.3%).
- Workers agree that Hilti have reputation in public.

(46.9%).

Based on cross-tabulation:

- There is association between age of workers and workers treated with due respect. More respect is given respective of age of workers.
- There is no association between experience and workers satisfied with overall compensation. There equal dissatisfaction regarding overall compensation amongst workers irrespective of their experience.
- There is no association between experience of workers and workers recommend Hilti to other as a great place to work. Workers recommend Hilti equally to other as a great place to work irrespective to their experience.

6. Conclusion

To summarize, QWL is viewed as a wide-ranging concept, which includes many different factors that enables an individual to develop and use all his or her capacities. Most of the definitions of QWL aim at achieving the effective work environment that meets with the organizational and personal needs. From this study Researcher can conclude that all factors of quality of work life in each unit of the company is nearer to the level of agree i.e., we could find a satisfactory condition in respect of quality of work life. In Bond, Quality control, Polishing, Production, and Stores departments workers are at the level of more than agree i.e., they are extremely satisfied with QWL in Hilti, it is very good sign for company. Workers are at level of more than agree in the factors of secure base, work satisfaction and teamwork, it means workers feel they are secured in company, they have extreme work satisfaction and they prefer and like to work in team. Workers are nearer to the level of agree in the factors of supervisor culture, work culture, safety, purpose and value and branding. Workers are not satisfied with their compensation, don't get growth opportunities i.e. They cannot see any clear career-path from the Management of company. Company should provide them equal and fair compensation and should show the workers their growth opportunities and their career path long ahead by which they can be motivated for achieving Personal goal, team goal and Organizational goal.

7. Recommendations

- Adequate and fair Compensation should be given, at least to experienced workers.
- Company should enhance opportunities for the growth of

workers, i.e. For training, to develop skills, learning new things and techniques and to work as a supervisor. Special attention should be given to unit 1 regarding it.

- Company should improve supervisor culture in CP junior and Brazing departments i.e., supervisor should give clear instruction to workers. Supervisors should be made capable to solve workers' job-related problems.
- Work culture of Brazing and Cold press department should be improved by following ways.
- By giving opportunity to workers for taking initiatives and appreciate them by giving them informal as well as formal recognition for their performances and their enthusiasm.
- Publicly acknowledge hard work and initiative on the company bulletin board, in the newsletter, during meetings and at company social events.
- Take time to meet with employees one at a time.
- Involve employees in decisions, especially those that will directly affect them, and the quality progress of the company.
- Encourage workers for participating in cultural program.

8. Limitations

Though adequate care has been taken while doing the project. This Project still suffers from certain limitations. They are:

- The Quality of work life involves a wider range. The present study examines it from identified and selected dimensions only. However, it is possible that there may be other factors which might not have been covered in this study.
- Some respondents did not properly respond to the Questionnaire; so there may be some errors in findings.

References

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