**A STUDY ON QUALITY OF WORK LIFE PRACTICES AT RELIANCE RETAIL LIMITED RAJAMAHENDRAVARAM, ANDHRA PRADESH.**

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**ABSTRACT**

Every organization has their own human resources. It is very important for organization as it manages financial and physical resources in an effective manner. In order to accomplish its goals every organization must employee a staff that is both capable and experienced. The Quality of work life is essential for organizations to understand the well-being and satisfaction levels of their employees. The purpose of the research was to determine how successful Quality of work life strategies are improving the knowledge and skills of staff members at Reliance Retail Limited. The vast majority of respondents to a recent survey agreed that Quality of work life programs are effective in increasing workers level of expertise. The workers agreed that specialized recruitment significantly improved their specialized knowledge and expertise, which in turn increased their job performance. In light of this, the study’s major aim is to examine the efficiency of quality of work life approaches. The goal of Quality of work life is to create a work environment that is beneficial for both the employees and the organization.

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**KEYWORDS:** Employee work life, Job performance, work environment.

**INTRODUCTION**

Human Resource Management is a process of making the effective use of human resource so that the set of goals are achieved. According to Flippo “Human Resource Management is the planning, organizing, directing and controlling of the procurement development compensation integration, maintenance, and separation of human resource to the end that individual, organizational and social objectives are accomplished”. The scope HRM consists of acquisition, development, maintenance/retention, and control of human resources in the organization. The Labor or Personnel Aspect This is concerned with man power planning, recruitment, selection, placement, transfer, promotion, training and development, lay-off and retrenchment, remuneration, incentives, productivity, etc. Welfare Aspect like It deals with working conditions, and amenities such as canteen, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc. Management relations, joint consultation, collective bargaining, grievance and disciplinary actions, settlement of disputes, etc are Industrial Relations Aspects.

**CONCEPT OF QUALITY OF WORK LIFE**

Quality of work life is defined as favorable working environment which leads to job satisfaction as well as security by an employee in an organization.

According Lippitt. G.L the term QWL, broadly referring to the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievement.

Job involvement, job satisfaction, sense of competence, productivity etc are used as indicators of Quality of Work Life. Compensation, working conditions, opportunity for growth, social integration in work force, constitutionalism, balance between personal and work life and relevance of work are the main dimension of Quality of Work Life.

Quality of work life can improve relationships between employees and management by promoting collaboration , respect, and joint decision-making. A good work life balance is also what motivates an employee the most to perform well at his or job and spend quality time with the family.

Organization have started to focus on the overall development and happiness of the employees for their motivation and reducing his/her stress level. A good time management schedule helps employees balance their work and personal life. Improved employee retention and reduced turnover.

**SCENARIO OF INDIAN RETAIL INDUSTRY**

India is one of the fastest growing retail markets in the world, with 1.4 billion people. This sector is one of the pillars of the country’s economy:

India’s retail industry is the world’s fourth-largest and contributes over 10% of the country’s GDP. Organized retail chains only comprise 4% of the India markets, while the remaining 96% is made up of unorganized retailers. The retail employs around 8% of the workforce in India, and is expected to create 25 million new jobs by 2030.The largest segments in India are food and grocery, apparel and footwear, and consumer electronics. There is a balance emerging across shopping formats, including departmental stores, hypermarkets, and specialty stores.

**PROFILE OF RELIANCE RETAIL LIMITED**

Reliance Commercial Corporation was set up in 1958 by Dushyant Corporation (DC Group of Company) as a small venture firm trading commodities, especially spices and polyester yarn. In 1965, the partnership ended and Dhiru bhai continued the [polyester](https://en.m.wikipedia.org/wiki/Polyester) business of the firm. In 1966, Reliance Textiles Industries Pvt. Ltd. was incorporated in [Maharashtra.](https://en.m.wikipedia.org/wiki/Maharashtra) It established a [synthetic fabrics](https://en.m.wikipedia.org/wiki/Synthetic_fiber) [m](https://en.m.wikipedia.org/wiki/Synthetic_fiber)ill in the same year at [Naroda](https://en.m.wikipedia.org/wiki/Naroda) [in](https://en.m.wikipedia.org/wiki/Naroda) [Gujarat.](https://en.m.wikipedia.org/wiki/Gujarat) On 8 May1973, it became Reliance Textiles Industries Limited. In 1975,the company expanded its business in to textiles, with "Vimal" becoming its major brand in later years.

The company held its [initial public](https://en.m.wikipedia.org/wiki/Initial_public_offering) [offering](https://en.m.wikipedia.org/wiki/Initial_public_offering) [(](https://en.m.wikipedia.org/wiki/Initial_public_offering)IPO) in1977.In1985,the name of the company was changed from Reliance Textiles Industries Ltd. to Reliance Industries Ltd. In1995/96,the company entered the [telecom](https://en.m.wikipedia.org/wiki/Telecommunication) [i](https://en.m.wikipedia.org/wiki/Telecommunication)ndustry through a joint venture with [NYNEX,](https://en.m.wikipedia.org/wiki/NYNEX) USA, and promoted Reliance Telecom Private Limited in India. In 2005 and 2006, the company reorganized its business by emerging its investments in power generation and distribution, financial services and telecommunication services into four separate entities In 2006, Reliance entered the organized retail market in India with the launch of its retails the brand name of ['Reliance Fresh'.](https://en.m.wikipedia.org/wiki/Reliance_Fresh) By the end of 2008, Reliance Retail had close to 600 stores across 57 cities in India.

The first set of convenience stores under the name Reliance Fresh were inaugurated in Hyderabad in November 2006.This was followed by entry into consumer electronics via Reliance Digital. Hypermarkets under reliance Mart, apparel with Reliance Trends, jewellery via Reliance Jewels, and Footwear through Reliance Footprint, all in 2007. In 2011, Reliance Retail started its wholesale cash and carry chain called Reliance Market. In 2013, the company stopped retailing non-vegetarian food items and shut down its100-plus Reliance Delight meat and sea foods stores, owing to opposition from shareholders, customers and animal rights activists. In 2016, Reliance Retail rebranded its hypermarkets and mini-hypermarket formats-Reliance Mart and Reliance super –under the name Reliance Smart. In April 2016, it launched its online fashion retail platform called AJIO. Reliance Retail largely grew organically until 2019, when it acquired the multinational toy retailer hamleys.

In December 2019, the company soft-launched its online grocery service jio mart, followed by a wide launch in may 2020.In August 2020, Reliance Retail announced its acquisition of Future Groups Retail, wholesale, logistics and ware housing business for 24,713 crore. However, the deal was called off in April 2022 after a prolonged legal dispute between Future Groups and Amazon. Later, reliance Retail took over more than 200 of Future Group’s Big Bazaar, Central and Brand Factory outlets due to Future Groups’s non-payment of lease, and reopened them as Smart Bazaar, Centro and Fashion Factory respectively. In October 2021, the company partnered with 7-Eleven to Franchise the latter’s stores in India opening India’s first 7-Eleven in Mumbai. In July 2022, Reliance Retail entered a similar franchising agreement with Gap to bring Gap to India.

In January 2022, Reliance Retail invested $200 million in Dunzo for a 25.8% stake. In 2022, soft drink brand Campa Cola was acquired by Reliance Industries for 22 crores. In March 2023, Reliance Consumer Products , announced the re launch of Campa Cola in three flavors at select stores. In May 2024, Jio Leasing Services Ltd (JLSL), a subsidiary of Jio Financial Services, announced that it would lease customer premises equipment, devices and telecom equipment worth $4.32 billion from Reliance Retail.

**LITERATURE OF THE STUDY**

Hackman and Oldham’s Job Characteristics Model (1976): A major theoretical contribution, this model suggests that job design impacts employee motivation, satisfaction, and performance, influencing Quality of work life.

Dunlop’s Industrial Relations System(1958): Recognized the need for improving labor-management relations, which eventually led to an interest in Quality of work life.

Walton’s Eight Dimensions of QWL (1973) further expanded the concept, outling factors like fair compensation, opportunities for growth, safe working conditions, and work-life integration as essential to enhancing the overall quality of work experiences. Over time, the concept has grown to include not only the physical and psychological aspects of work but also the social environment, such as relationships with coworkers and managers, which can significantly impact an individual’s sense of well-being and productivity.

Cooper and Cartwright ( 1994) highlighted the growing concern over workplace stress and the need for organizations to prioritize employee mental health. As work environments become more diverse and inclusive, Quality of work life initiatives are focusing on creating workplaces that support employees emotional and psychological needs, ensuring that all employees, regardless of background, feel valued and empowered.

**SCOPE OF THE STUDY**

The scope of the present study is completely based on the quality of work life of employees is a complex subject resulting from number of factors and depends upon their numerous dimensions influence the quality of work life of employees are nature of job, compensation, working conditions, opportunity for growth and development, social integration of work, constitutionalism in the work organization, work and total life space, occupational stress, workers participation in management and grievance handling were considered in this study. The purpose of study is helps to understand the level of job satisfaction of the employees at various levels in the organization, towards the facilities and welfare benefits given by them. The scope of the study covers the employees reactions to the different methods used by the management of the organization to help the employees feel comfortable at work.

**NEED OF THE STUDY**

Quality of work life is important because it can help organizations improve employee satisfaction and productivity, reduce absenteeism and improve the overall work environment.

Favorable Quality of work life leads to psychologically and physically healthier employees, decreasing absenteeism and turnover, improving management employee relationship quality of work life involves joint decision-making, collaboration and mutual respect, enhancing relationships between management and employees. enhances organizational performance and productivity by making better decisions and helps in problem-solving. This will ultimately results improved morale among employees and contributes to overall productivity & profitability of the firm. A positive Quality work life leads to increase productivity, efficiency, and better work outcomes. On this note, an effort made in the current study to explore the relationship between employees and management to identify the effects of work timing, conditions and environment on the performance of the employee & employee job satisfaction.

**OBJECTIVES OF THE STUDY:**

* To enhance productivity and improve employee performance by creating supportive work environment. Analyze job characteristics by examine job design, task variety, and feedback to understand their impact on Quality of Work Life.
* Evaluate organizational culture by examine the organization’s values, policies, and practices that influence employee well-being and job satisfaction. To understand the perception of the employees towards the various factors that impacts their work environment.
* To analyze the impact of quality of work life on the job performance of the employees and identify the means to enhance the quality of work life of the of the employees at workplace.
* Reducing inequality and promoting diversity. Enhancing understanding of workplace dynamics and contributing to the development of Quality of Work Life frameworks and models.

# METHODOLOGY OF STUDY

Methodology in research is the approach used to methodically address the research issue. A researcher would often follow procedures like those, as well as the reasoning behind them, when he or she is doing research on a particular subject. The data for present study is collected from two sources. They are

**Primary data**:

The primary data was collected from the employees of the organization. Based on the objectives determined, a detailed survey was conducted through a structured questionnaire distributed to employees at Reliance Ltd.

**Secondary data**:

Secondary data refers to information that has already been gathered and kept. The secondary data was collected from the Reliance Ltd website, library, past documents, journals and internet related to Quality of work life of the HR department.

**Table: 1 -Frequency Distribution of Respondent’s view about basic facilities are provided at the workplace**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **No of respondents** | **Percentage** |
| 1 | Strongly agree | 50 | 50 |
| 2 | Agree | 30 | 30 |
| 3 | Neutral | 15 | 15 |
| 4 | Disagree | 5 | 5 |
| 5 | Strongly disagree | 0 | 0 |
|  | **Total** | **100** | **100** |

**Source**: Data collected from Questionnaire

**Chart No 1**

**Frequency Distribution of Respondent’s view about basic facilities are provided at the work place**

### Source Table: 1

From the 1 table, it is identified that 50 percent of the respondents strongly agree, 30 percent of the respondents agree and 15 percent of the respondents were neutral with the facilities that are provided at work place.

**Table: 2-Frequency Distribution of Respondent’s of flexible working hours**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **No of respondents** | **Percentage** |
| 1 | Strongly agree | 32 | 32 |
| 2 | Agree | 60 | 60 |
| 3 | Neutral | 7 | 7 |
| 4 | Disagree | 1 | 1 |
| 5 | Strongly disagree | 0 | 0 |
|  | **Total** | **100** | **100** |

**Source**: Data collected from Questionnaire

**Chart No: 2**

**Frequency Distribution of Respondent’s of flexible working hours**

### Source: Table 2

From the above table, it is identified 32 percent of the respondents strongly agree, 60 percent of the respondents agree, and 7 percent of the respondents are neutral and 1 percent disagree with the working hours.

**Table No: 3–Frequency Distribution of Respondent’s of employee empowerment**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **No of respondents** | **Percentage** |
| 1 | Strongly agree | 20 | 20 |
| 2 | Agree | 65 | 65 |
| 3 | Neutral | 5 | 5 |
| 4 | Disagree | 10 | 10 |
| 5 | Strongly disagree | 0 | 0 |
|  | **Total** | **100** | **100** |

**Source** : Data collected from Questionnaire

**Chart No: 3**

**Frequency Distribution of Respondent’s of employee empowerment**

### Source: Table 3

Table 3 shows that 20 percent of the respondents are strongly agree, 65 percent of the respondents are agree, 5 percent of the respondents are neutral, 10 percent of the respondents are disagree with appraisal in order to motivate to attend the training.

**Table: 4 -Frequency Distribution of Respondent’s view on good relation with supervisor**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **No. of**  **respondents** | **Percentage** |
| 1 | Strongly agree | 35 | 35 |
| 2 | Agree | 59 | 59 |
| 3 | Neutral | 6 | 6 |
| 4 | Disagree | 0 | 0 |
| 5 | Strongly disagree | 0 | 0 |
|  | **Total** | **100** | **100** |

**Source**: Data collected from Questionnaire

C**hart No 4**

**Frequency Distribution of Respondent’s view on good relation with supervisor**

### Source Table: 4

### From Table 4, we can know employees relation with their supervisor it is identified that 35 percent of the respondents are strongly agree, 59 percent of the respondents are agree, 6 percent of the respondents are neutral with good relation with supervisor.

**Table : 5 –Frequency Distribution of Respondent’s satisfied with the incentives**

|  |  |  |  |
| --- | --- | --- | --- |
| **S. No** | **Options** | **No of respondents** | **Percentage** |
| 1 | Strongly agree | 45 | 45 |
| 2 | Agree | 35 | 35 |
| 3 | Neutral | 20 | 20 |
| 4 | Disagree | 0 | 0 |
| 5 | Strongly disagree | 0 | 0 |
|  | **Total** | **100** | **100** |

**Source**: Data collected from Questionnaire

**Chart No: 5**

**Frequency Distribution of Respondent’s satisfied with the incentives**

### Source Table: 5

From the above table 5 it is identified that 45 percent of the respondents are strongly agree, 35 percent of the respondents are agree, 20 percent of the respondents are neutral most of employees satisfied with incentives.

**FINDINGS**

* Basic facilities are provided at the workplace employees are agreed. When there is proper facilities employees will perform their task best.
* Working hours of employees are very much convenient to them. Employees are having sufficient time so there is proper schedule for there tasks.
* Giving freedom to make decisions and take ownership of their work, it means being available to offer support and development opportunities.
* The respondents are agreed with appraisal in order to motivate to attend the training.
* Employees strongly agreed that they have a good relation with their supervisor.
* Incentives are provided to employees when they perform well. Employees are motivated by these rewards, which create employee loyalty.

**SUGGESTIONS**

* Improvement in rewarding and awarding policies.
* Employee’s needs special training from the company related to their job during working period. To reduce the employee stress level’s conduct the employee activities.
* Employees need high motivation from the top management of the company.
* The company should provide enough medical benefits for the employees for the safety of every employee.
* Employee engagement program has to be conducted, to understand employees to employees.
* The training programs for the newly joined candidates and re-training facility for the existing employees of the organization.

# Conclusion

This study investigated the Quality of work life of employees at **Reliance Retail Limited**. The results indicate that employees generally experience a moderate level of Quality of work life, which strengths in areas such as job satisfaction, organizational commitment, and supervisor support.

**Reliance Retail Limited** aims to provide the peaceful industrial relations and good organization which is highlighted by management and the employees. Since employees are the backbone of the company. So, company should satisfy them in order to improve the business in the higher competitive market in the liberalized economy.

The organization needs a real existence of relation between the employees and the management, where a communication plays a major role in the proposing and evaluating the better outcomes of working conditions.

This study highlights the importance of quality of work life in the **Reliance Retail Limited** can create a positive work environment, enhancing employee well-being and organizational performance.

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