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## A Study On Quality Of Work Life Of Lawyers In Coimbatore District

S.Pavithra<sup>1</sup> and G. Barani<sup>2</sup>

<sup>1</sup>MBA, Research Scholar, School of Management studies,  
Anna University Chennai, Regional Center, Coimbatore, Coimbatore – 641047,  
E-mail: pavithra.sabapathy@gmail.com

<sup>2</sup>MBA, M.Phil., Ph.D., Assistant Professor, School of Management studies,  
Anna University Chennai, Regional Center, Coimbatore, Coimbatore – 641047.  
E-mail: baranisivakumar@gmail.com

### Abstract:

*The success of any organization is highly dependent on how it attracts recruits, motivates & retains its workforce. Today's organization need to be more flexible so that they are equipped to develop their workforce and enjoy commitment. The legal environment is required to adapt a strategy to improve the lawyers "Quality of Work Life (QWL)" to satisfy both the needs of lawyers and meet the objectives of the profession. The term QWL refers to the favorableness and unfavorableness of a total job environment for people. QWL helps in building good relationships and promote health, well being, job satisfaction, competency development and balance between work and non – work life. The main intent / aim of doing this study are to understand what good quality work life means to lawyers and how it affects the profession as a whole. The QWL of lawyers have to be improved especially for women lawyers in order to reduce the attrition rate of lawyers.*

### KEYWORDS:

Favorableness, Quality of Work life, workforce.

### 1. INTRODUCTION

QWL refers to level of satisfaction, motivation, involvement and commitment individuals experience with respect to their line at work. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance primarily at the individual level but finally at the organizational level. QWL motivates people by satisfying not only their economic needs but also their social and psychological ones. Today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

Though monetary benefits still occupy the first place in the list of elements of QWL, other elements like physical working conditions, job restructuring and job redesign, career development, promotional opportunities etc., are gaining importance rapidly. As such the lawyers expect the government to improve all these facilities that thereby improve QWL. By providing good QWL one can eliminate the exploitation, injustice, inequality oppression and restrictions which temper the continuous growth of human resource which in turn leads to its overall development.

If the Quality of Work Life is properly administered and a balance between the professional and

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personal life is struck, then the following benefits arise:

The lawyers feel more motivated and dedicated towards their work.

They lawyers happen to correlate their activities and success with the activities and success of the profession.

The Lawyers get to spend quality time with their family which is very important to rejuvenate their strengths and skills and refreshing their minds for the subsequent day's work.

The problems of women lawyers quitting the profession due to work – life balance is taken care of automatically.

The above benefits are definitely going to add up to the growth and development of the profession by generating a motivated workforce

### **QWL DIMENSIONS**

The QWL dimensions are broadly classified as Classical dimensions and Contemporary dimensions. Classical dimensions include physical working conditions, welfare of the lawyers, job factors and financial factors; whereas, Contemporary dimensions include collective bargaining, safety and health of lawyers, grievance redressal procedure, quality circles, work-life balance, etc.

### **PARAMETERS OF QWL:**

There are ten parameters of QWL. They are:

1. Compensation
2. Work - life balance
3. Safety and health of lawyers
4. Opportunities
5. Satisfaction from work
6. Involvement and responsibility at work
7. Support from superiors
8. Work stress
9. Work environment
10. Benefits to enhance economic security

### **MEASURING QWL:**

Various criteria are evolved in past two decades to measure quality of work life. Various researchers who carried on studies in this area came up with various criteria, which are not entirely different from each other. Walton's 8 factor criteria are considered as most comprehensive criteria for measurement of QWL.

The 8 point criteria are as follows:

Adequate and fair compensation  
Safe and healthy working conditions  
Opportunity for career growth  
Opportunity to develop human capacities  
Social integration in the work force  
Constitutionalism  
Work and quality of life  
Social relevance

### **BARRIERS TO QWL:**

Quality of working life is not a unitary concept, but has been as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being. More recently, work-related stress and the relationship between work and non-work life domains have also been identified as factors that should conceptually be included in quality of working life.

Some of the factors used to measure quality of working life pick up on things that don't actually make people feel good, but which seem to make people feel bad about work if those things are absent. Other things seem to be more likely to make people feel good about work and themselves once the basics are ok at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life.

## **2. OBJECTIVE OF STUDY:**

To study QWL of lawyers in Coimbatore District.  
To find out how QWL leads to high satisfaction of lawyers.  
To know existing work conditions, health & safety measures help to improve QWL of lawyers.

## **3. LIMITATIONS OF STUDY:**

The study is limited only to the lawyers of Coimbatore district and therefore the findings of the study cannot be extended to other areas.  
Convenience sampling has been used in the study and it has its own limitations.  
Personal bias of the respondents might have crept in while answering a few questions in the structured interview schedule.  
Few respondents were reluctant while answering the questions.  
Findings of the research may change due to area, demography, age, condition of economy etc.

## **4. RESEARCH REVIEW:**

It is essential to do a review on the related literature for a study to have a deep knowledge about the research.

Robbins (1989) defined QWL as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work".

According to Grayson (1973) Quality of Work Life is important to organizational performance. Glasier (1976) thinks that quality of work life implies job security, good working condition, Adequate and fair compensation, more even than equal employment opportunity all together. In their excessive literature review Katzell et. Al (1975) viewed quality of work life more broadly as an individual's evaluation of the outcome of the work relationship.

Walton (1973) suggested eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, Constitutionalism, work and quality of life, social relevance.

Chander and Singh, 1993 stated that various other studies conducted on quality of work life include employment conditions, employment security, income adequacy, profit sharing, equity and other rewards, employee autonomy, employee commitment, social interaction, self- esteem, self- expression, democracy, employee satisfaction, employee involvement, advancement, relations with supervisors and peers and job enrichment.

Buchanan and Boddy,(1982) stated QWL as a factor reducing grievances, and absenteeism Thompson indicated quality of work life programs a movement toward greater engagement with the cooperation, knowledge and tactic skills of the work force.

## **5. RESEARCH METHODOLOGY:**

Research refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions towards the concerned problem or in certain generalization for some theoretical formulation.

Research methodology is the method by which research is conducted and a way to systematically solve a problem. In the methodology of research, a researcher studies the various steps that are generally adopted in studying a research problem along with logic behind them.

**5.1 RESEARCH DESIGN:**

Research design is a blue print or a planned procedure for conducting research program. It's an arrangement of conditions for collection and analysis in a manner that aims to combine relevance to the research purpose with economy in procedure. Fundamental to the success of research project is the sound research design. A research design is purely and simply the framework and the plan for the study that guides the collection and analysis of data.

**5.2 RESEARCH PLAN:**

A descriptive study was taken up to carry out the study among the lawyers of Coimbatore district. Convenience sampling method is used to collect data from the lawyers. The sample size of the study is 100. Both primary and secondary data are collected for this study. The primary data are collected by the structured questionnaire prepared with respect to the objective of the study. Secondary data was collected through, Journals, books, magazines and Websites.

**5.3 DATA COLLECTION PROCEDURE:**

The field work consist of

Meeting the lawyers directly and collecting data from them using questionnaire  
Apart from the information that was obtained from the questionnaire much other information were gathered and assimilated from the interaction with them. These interactions were informative and interesting.

**5.4 STATISTICAL TOOLS:****5.4.1 CHI-SQUARE TEST:**

The chi-square test is used in two similar but distinct circumstances:

- a. for estimating how closely an observed distribution matches an expected distribution - we'll refer to this as the goodness-of-fit test
- b. for estimating whether two random variables are independent

**5.4.1 CHI-SQUARE RESULTS WITH CROSS TABULATION:****1. AGE X PROMOTION:****Table 1 - showing the relationship between age and promotion**

AGEXPROMOTION				
O <sub>i</sub>	E <sub>i</sub>	O <sub>i</sub> - E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
4	5.76	-1.76	3.0976	0.5377
36	36	0	0	0
10	14.4	-4.4	19.36	1.344
0	0	0	0	0
22	15.84	6.16	37.945	2.395
2	1.76	0.24	0.0576	0.0327
12	11	1	1	0.0909
8	4.4	3.6	12.96	2.945
0	0	0	0	0
0	4.84	-4.84	23.425	4.839
0	0.32	-0.32	0.1024	0.32
2	2	0	0	0
2	0.8	1.2	1.44	1.8
0	0	0	0	0
0	0.88	-0.88	0.7744	0.88
0	0.16	-0.16	0.0256	0.16
2	1	1	1	1
0	0.4	-0.4	0.16	0.4
0	0	0	0	0
0	0.44	-0.44	0.1936	0.44
			<b>Total</b>	<b>17.1843</b>

**RESULT:**

HO-NUL HYPOTHESIS: The age factor is independent on the variable promotion  
 HI- ALTERNATE HYPOTHESIS: The age factor is dependent on the variable promotion  
 DEGREES OF FREEDOM: = (r-1) (c-1) = (5-1) (4-1) = 12  
 CALCULATED VALUE = 17.1843  
 TABULATED VALUE = 21.026

**INFERENCE:**

Since the calculated value is less than the tabulated we reject the alternate hypothesis. Hence the age factor is independent on the variable promotion. Thus it is inferred that there is no relationship between age and promotion.

**2. AGE X WORKSTRESS:**

**Table 2 - showing the relationship between age and work – stress.**

AGEXWORKSTRESS				
O <sub>i</sub>	E <sub>i</sub>	O <sub>i</sub> – E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
4	2.88	1.12	1.2544	0.435
18	20.16	-2.16	4.665	0.231
36	33.12	2.88	8.294	0.25
4	2.88	1.12	1.2544	0.435
10	12.96	-2.96	8.7616	0.676
0	8.8	-8.8	77.44	8.8
8	6.16	1.84	3.385	0.549
10	10.12	0.12	0.0144	0.0014
0	8.8	-8.8	77.44	8.8
4	3.96	0.04	0.0016	0.004
0	0.16	-0.16	0.256	0.16
2	1.12	0.88	0.7744	0.691
0	1.84	-1.84	3.385	1.84
0	0.16	-0.16	0.025	0.156
2	0.72	1.28	1.638	2.276
0	0.08	-0.08	0.0064	0.08
0	0.56	-0.56	0.3136	0.56
0	0.92	-0.92	0.8464	0.92
0	0.08	-0.08	0.0064	0.82
2	1.64	1.64	2.6896	7.471
			<b>Total</b>	35.1554

**RESULT:**

HO-NUL HYPOTHESIS: The age factor is independent on the variable work stress  
 HI- ALTERNATE HYPOTHESIS: The age factor is dependent on the variable work stress  
 DEGREES OF FREEDOM: = (r-1) (c-1) = (5-1) (4-1) = 12  
 CALCULATED VALUE = 35.1554  
 TABULATED VALUE = 21.026



**INFERENCE:**

Since the calculated value is more than the tabulated we reject null hypothesis. Hence the age factor is dependent on the variable work stress. Thus there is a relationship between age and work stress.

**5.4.2 ONEWAY ANALYSIS OF VARIANCE:**

In statistics, analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation. This technique can be used only for numerical data.

**1. AGE X JOB SATISFACTION:****Table 3 – ANOVA table showing the relationship between age and job satisfaction.**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-25	74	1.5405	.50176	.05833	1.4243	1.6568	1.00	2.00
26-35	20	1.2000	.41039	.09177	1.0079	1.3921	1.00	2.00
35-45	4	2.0000	.00000	.00000	2.0000	2.0000	2.00	2.00
>45	2	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
Total	100	1.4800	.50212	.05021	1.3804	1.5796	1.00	2.00

**ANOVA:**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.382	3	1.127	5.015	.003
Within Groups	21.578	96	.225		
<b>Total</b>	<b>24.960</b>	<b>99</b>			

**NULL HYPOTHESIS:**

There is no significant difference between the mean scores.

**ALTERNATE HYPOTHESIS:**

There is significant difference between the mean scores.

**RESULT:**

The one way anova test is done to check whether there exist any relation between the factor age and their satisfaction about job. The null and alternate hypothesis is set as above.

From the anova table we find the significance value to be 0.042 which is less than the level of

significance 0.05. Hence the null hypothesis is rejected

#### INFERENCE:

Thus from the descriptive table it is inferred that the respondents are categorized into 4 groups. Among them the mean value is more for the respondents of age group 26-35. This shows that these age group respondents are more comfortable with their relations to senior.

#### 2. AGE X WORKING HOURS:

**Table 4 – ANOVA table showing the relationship between age and working hours.**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20-25	74	1.9459	.73823	.08582	1.7749	2.1170	1.00	5.00
26-35	20	1.5000	.51299	.11471	1.2599	1.7401	1.00	2.00
35-45	4	2.0000	.00000	.00000	2.0000	2.0000	2.00	2.00
>45	2	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
<b>Total</b>	<b>100</b>	<b>1.8400</b>	<b>.70668</b>	<b>.07067</b>	<b>1.6998</b>	<b>1.9802</b>	<b>1.00</b>	<b>5.00</b>

#### ANOVA:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.656	3	1.552	3.327	.023
Within Groups	44.784	96	.466		
<b>Total</b>	<b>49.440</b>	<b>99</b>			

#### NULL HYPOTHESIS:

There is no significant difference between the mean scores.

#### ALTERNATE HYPOTHESIS:

There is significant difference between the mean scores.

#### RESULT:

The one way anova test is done to check whether there exist any relation between the factor age and their relation with senior. The null and alternate hypothesis is set as above

From the anova table we find the significance value to be 0.023 which is less than the level of significance 0.05. Hence the null hypothesis is rejected

#### INFERENCE:

Thus from the descriptive table it is inferred that the respondents are categorized into 4 groups. Among them the mean value is more for the respondents of age group 35-45. This shows that these age group respondents are highly satisfied with their working hours.

#### 6. SUGGESTIONS:

Most of the lawyers are not satisfied with the current pay system, as there is no fixed pay system followed. Appropriate pay strategies could be evolved to give fair and adequate compensation to the lawyers. So the government should take necessary steps to satisfy them in all means. All the lawyers are highly satisfied with their relations to superior which is a positive factor to be considered.

#### 7. CONCLUSION

An assured good quality of work life will not only attract young and new talents but also retain the existing experienced talents. Work life balance must be maintained effectively to ensure that all lawyers are running at their peak potential and free from stress and strain. Once the lawyers attain a good work life balance it improves their quality of work and also results in the decline of attrition and absenteeism of lawyers.

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