



## STUDY ON QUALITY OF WORK LIFE AMONG EMPLOYEES IN AN INDIAN INDUSTRY

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### Abstract

Quality work life practices inside industry are vital for retention of high skilled workers. This study examines the factors affecting quality work life of employees. A questionnaire prepared and responses taken from 52 employees of metal forger and fabricators situated at ujjain(Madhya pradeshra) India. The analysis was found a positive relationship among employee quality work life, safe working condition, social environment, job security and management policy at significant levels. This study was also found strong correlation between quality work life and working conditions. The quality of work life is vital for job satisfaction and employee well-being and dependent on many Factors such as working conditions, social environment, promotions, job security, and management policies. Improving working conditions and creating a positive social environment should be prioritized by organizations. Furthermore, providing opportunities for promotions, ensuring job security, and implementing effective management policies can enhance employee satisfaction and productivity. Investing in the well-being of employees leads to a motivated and engaged workforce, ultimately contributing to organizational success.

### Keywords

*quality work life, working condition, social environment, job security and management policy.*

### Abbreviation

QWL- Quality work life

WC - Working condition

SE - Social environment

P – Promotion

JS - Job security

MP - Management policy

H - Hypothesis

VIF - Variance inflation factor

SPSS - Statistical Package for the Social Sciences

### 1. Introduction

The term Quality of Work Life (QWL) aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. It takes into consideration the socio-psychological needs of the employees. It seeks to create such a culture of work commitment in the organizations which will ensure higher productivity and greater job satisfaction for the employees.

Quality of Work-life (QWL) is one significant factor accounting for human stimulation and improvement in job satisfaction[1]. Good working surroundings that cares and supports employee pleasure by providing job security, benefits, and opportunities for professional progress is described as having a high quality of work life. QWL is connected with job satisfaction, job security, safety, motivation, health, well-being and productivity[2]. Quality of work-life refers to the need for



satisfaction with social and financial resources that employees get from their work[3]. Quality of work-life allows to an organization's ability to appoint quality people; it step up organizational competitiveness and decrease the negative dealings of workers. The nature of the work, the working conditions, material resources, physical settings, leadership present in an organization, the communication amongst members of staff are among the factors that can significantly affect the feeling of an individual in terms of quality of work-life experienced and these shapes vary significantly their performance, efficiency, and overall productivity[4]. The quality of work life is the mental image and employees' feeling of organizations regarding the physical and psychological acceptance of the working atmosphere. If a member of the organization really feels that his/her quality of work life has renovated, he/she finds more energy to do his/her job. This, in turn, motivates him/her to work better and results in a better quality of work life[5]. Working conditions (WCs): assesses the fundamental resources and working environment provided for employees to perform their job safely and effectively[6]. Low-quality work-life can cause hazardous behaviors such as not arriving to work, not finishing assigned tasks, committing crimes at work such as stealing and interfering with workplace processes Drug[7]. Many research scholars argued that the mediating role of job satisfaction between turnover intention and quality of work life[8]. A number of job-related individualities within the Quality of Work Life domain have been identified as suitable measures to manage job satisfaction. These individualities include physical safety, payoff, job security, appreciation of one's work, benefaction to decisions affecting one's work area (i.e., having the right to say), and privileges to realize one's own potential[9]. The available theory conceptualizes job satisfaction as the quality of work life outcome that get extensive effects of a workplace on employees' well-being[10]. Quality of work life is intended as a management concept to increase employee self-esteem, introduce changes in organizational pursuance and be reformed the physical and emotional condition of employees. With advancement and changes, employees will have the opportunity to pullulate and carry forward[11]. Quality of Work Life Metrics as Predictor of Job Satisfaction & Organizational devolution[12]. In fact, QWL includes any advancement in organizational culture that supports the evolution and progress of people in the organization[13]. The issuance of job satisfaction is one of the most important problem in organizational life because of its direct prang on job's performance. The problem of examining such a topic is how to conforming opinions and feelings of different employees although they could have their own beliefs, ideas and abilities, which would make them to cooperate on a way that fulfills the achievement of their organizations and their satisfaction at the same time[14]. However, with the dawn of human relations movement, respective relationships and human dimensions were further implemented in sightedness employee as an asset, rather than a machine to be availed from dawn to dusk. This gradual change in the perceptions of industrialists and academician's people, the concept of Quality of Work Life[15]. Quality of work life programmes are generally structured to satisfy the higher level of needs as presumed by Maslow in his theory of Need Hierarchy. Employees are not satisfied only with better physical condition or good acquirement but also they want to have a social relationship with others; they long for accomplishment, freedom or self-governed, reputation, recognition, regard, importance or appreciation, they yearn for continuous self-development for cognition of their potentialities, self-fulfillment and creativeness[16]. The quality of work life is a very important dimension and ungovernable to be a concern of the firm. Improving the quality of life motives to increase the efficiency of an employee[17]. Seven parameters measuring the quality of work life, namely; evolution and advancement, work environment, management, salary and benefits, social relations and work integration[18]. In an organization that has implemented the quality of work life well, employees will have their own satisfaction in dissenting out every job they are entrusted, so that they can improve the performance of each employee well and be efficacy to achieve organizational goals[19].



## Quality of Work Life

In today's corporate landscape, the concept of Quality of Work Life (QWL) has taken center stage and it is backbone of any prosperous organization is its workforce. While technology contributes, a formidable workforce is indispensable. Originating in the late 1960s, QWL has evolved in significance. Initially, it addressed workers' well-being, but its scope expanded. Organizations must now foster a conducive environment, providing both monetary and non-monetary incentives to ensure prolonged employee commitment and goal attainment. Determinants of QWL encompass attitude, surroundings, opportunities, job characteristics, stress levels, career growth, challenges, and rewards[20].

## 2. Theoretical Background and Literature Review

There are number of research paper published to show how quality of work life affected. After finding the trend we can easily detect factors due to which quality work life is poor. By improving that factor(s) the quality of work life of employees can be enhance. Establishing relationship between quality of work life and all factors. Processing and presentation based on software used for the analysis of data is IMB-SPSS Statistics version 26. Data analysis techniques (correlation and regression analysis) were applied to analyze the results.

**Regression:** For modeling the relationship between a dependent variable and one or more independent variables, the regression statistical technique was applied. It is a method used for prediction of output that seeks to identify the line or curve that gives relationship between the variables. The simple linear and multiple regression are presented in equation I and II.

### Simple linear regression

$$Y = a + bX + c \quad \text{(I)}$$

### Multiple regression

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n + c \quad \text{(II)}$$

Where;

Y = The dependent variable

X = The independent variable(s)

a = The y-intercept

b = The slope of explanatory variable(s)

c = The regression residual or error term

**Correlation:** correlation shows the relation between different variables. To compare two datasets, we use correlation formula. The Pearson Correlation Coefficient formula is presented in equation III.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}} \quad \text{(III)}$$

Where;

r = Pearson Coefficient

n= number of pairs of the stock

$\sum xy$  = sum of products of the paired stocks

$\sum x$  = sum of the x scores

$\sum y$  = sum of the y scores

$\sum x^2$  = sum of the squared x scores

$\sum y^2$  = sum of the squared y scores



A study by highlighted the issues related to working conditions, corporate culture, wages, and job satisfaction[21]. The findings revealed significant deficiencies in organizational culture, pay, and welfare facilities, leading to subpar work life quality. These challenges persisted despite existing labor standards. The research's importance lay in shedding light on the difficulties encountered by employees in non-compliant tannery units, emphasizing the need for attention to these issues. It underscored the urgency of addressing these problems to improve the well-being of workers. The relationship between work life quality and turnover intention among the employees of manufacturing sector[22]. It was found a negative correlation between the two and identified key determinants impacting turnover intention. Notably, job satisfaction and working conditions emerged as significant predictors. The study suggests enhancing work life quality to mitigate turnover intention in the heavy machinery manufacturing sector. The challenges like employee stress, absenteeism, and turnover, emphasizing the importance of maintaining work-life quality to curb burnout[23]. How the Quality Work Life affected in organizational effectiveness in MSMEs[24]. Conducted in Coimbatore District, the key factors influencing QWL were found to be job content, career development, working environment, and recognition. The impact of perceived organizational support on quality of work life, along with the mediating effects of emotional exhaustion and extra-role customer service[25]. The findings demonstrated a positive link between perceived organizational support and quality of work life. Furthermore, emotional exhaustion and extra-role customer service were found to partially mediate this relationship. These insights offer valuable guidance for aviation managers and potential avenues for future research. The most important factors affecting QWL were Career Development, Working Conditions of employees, Relationship with management, Employee Compensation and benefit Package, and Employee Morale[26]. A research focused on QWL among University of The Gambia (UTG) employees, a unique context not previously explored[27]. Notably, aspects like relations, autonomy, organizational culture, and working climate were perceived as significant motivators. On the other hand, job satisfaction, job security, training, work environment, resources, compensation, and facilities showed moderate-to-low levels of motivation. These findings carried vital implications for UTG's human resources development planning. The research underscored QWL's diverse nature and its managerial significance, offering insights specifically tailored to the UTG case. The study explored the correlation between work motivation and quality of work life among executive employees in the garment sector[28]. Quality of work life conditions, including autonomy, work speed, routine, task-related interaction, personal growth, and work complexity, were examined as independent variables. Work motivation, assessed through satisfaction in areas like dependence, organizational orientation, work group relations, psychological work incentives, material incentives, and job situation, was the dependent variable. Through Pearson's product-moment correlation, it was found that while some sub-factors exhibited connections, the overall quality of work life conditions and feelings did not significantly correlate with total work motivation. The uncover associations between quality of life (QoL) and self-reported work ability in public sector employees, while considering confounding factors such as sleep quality, occupational stress, and psychological symptoms[29]. These elements collectively contributed to assessing the overall well-being of employed individuals. A study conducted on how quality of work life dimensions influence employee satisfaction[30]. Data was collected using random sampling, and eight factors were analyzed. Reliability and construct validity were assessed, and linear regression analysis tested hypotheses. Organizational commitment emerged as a key factor. All dimensions positively correlated with overall satisfaction. One study aimed to emphasize worker quality of work life and enhance job satisfaction to bolster productivity[31]. Key influencers of quality work life included promotional opportunities, insurance coverage, training, awards, and recognition. A positive work life heavily relies on security, favorable working conditions, satisfaction, and fair compensation. It was evident that a high value of working life is reflected in employees' positive feelings towards their work, future prospects, and motivation to perform better

while remaining in their roles. Employees were selected via simple random sampling and the findings suggested that numerous factors impacted organizational quality of work life, underscoring the importance of consistent and committed management efforts. Addressing various personnel, management, and organizational concerns collectively was essential[32].

## 2.1 Conceptual Framework of Study

The determinants of quality of work life are; safety working environment, social environment, personal factor, compensation, promotions, job security, facility, health factor, work-life balance and management policy. There is need to establish relation between qualities of work life with other factor and also find most dominant factor.

The same kind of need face by employees in an industry, it is necessary for management to know the need of workers in an industry if need not executed then work is adversely affected, and decrease productivity of industry. For analysis purpose we assume some hypothesis –

H1: working condition positively affect quality work life.

H2: Social environment positively affect quality work life.

H3: Promotion positively affects quality work life.

H4: Job security positively affects quality work life.

H5: Management policy positively affects quality work life.

Different affecting parameters are shown in figure 1.

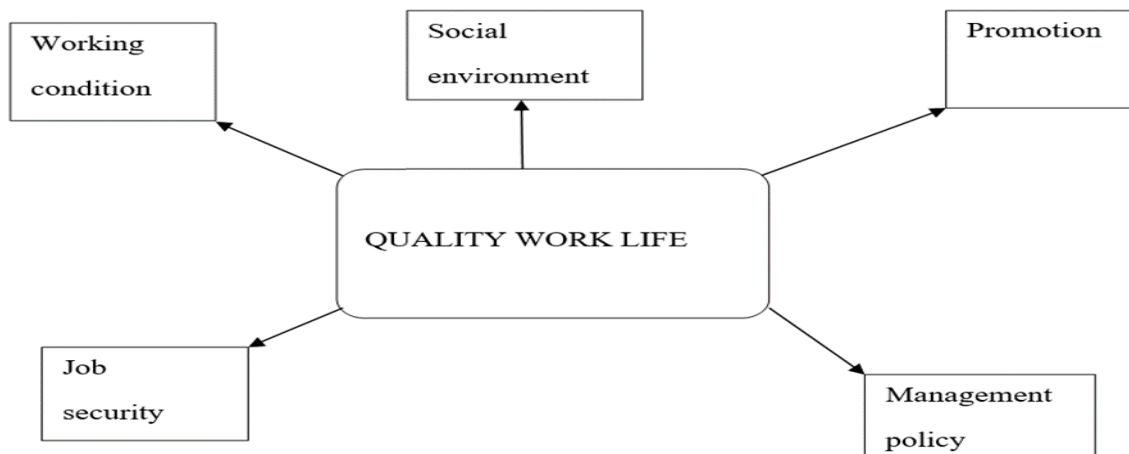


Figure 1. Affecting factors on QWL

## 2.2 Objectives of the study

1. To find the factors which influencing quality of work life.
2. To establish relation between quality of work life and different dependent factors.
3. Find the most dominant factor which affect quality of work life.

## 3. Methodology of Research Work

The study investigates the influence of quality of work life among employees in forging industry using descriptive-analytical research design. The purpose is to gather information from respondent to identify problem and to have better sightedness of the behavior, need and opinion of the participant. Statically mechanics were used to process information collected. Regression and correlation analysis were performed among variables from which valid conclusion inferred.

## 3.1 Sample and sampling procedure



Data collection work is completed by employees of forging industry, which is located in Ujjain. Total number of respondents was 52. Self-created questionnaires were distributed among the individual employees for collection of data.

### 3.2 Instrument design

Questionnaire prepared in two parts and in first part the demographic details i.e. age, sex, marital status, level of education, any other specialty of individual are mentioned and in 2<sup>nd</sup> part of questionnaire was related to working condition, social environment, personal factor, compensation, promotions, job security, facility, health factor, work- life balance and management policy related question given to know individual thought about industry condition. Response of employee later process on descriptive statistics to know level of impact of different factors on quality of work life. The influence of different factors on quality of work life among employees was appraised by inquiring participant to specify their level of agreement on five-point likert scales where strongly disagree=1, disagree=2, somewhat agree=3, agree=4 and strongly agree=5.

### 3.3 Reliability analysis

Reliability notify the extent to which an instrument produce consistent results, there are four kinds of reliability but in this case inter-rater reliability necessary to analyze the data. **Inter-rater reliability** is the extent to which different observers are consistent in their judgments. Inter-rated reliability is often assessed using cronbach alpha and their values are shown in table 1.

**Table 1: alpha values**

Performance Factor NO.	Factors	No of items	Cronbach's Alpha value
F1	Working condition	14	.784
F2	Social environment	3	.518
F3	Personal factor	6	.723
F4	Pay	4	.704
F5	Promotions	3	.706
F6	Job security	3	.360
F7	Facility	4	.417
F8	Health factor	3	.720
F9	Quality work life	5	.756
F10	Management policy	6	.764

In Table1, the cronbach alpha value indicates the internal consistency level of the factors. From table it is concluded that factors like -job security and facilities are unacceptable (Cronbach' alpha value<0.5). And factors like- working condition, social environment, personal factor, pay, promotion, health factor, quality work life and management policy respectively are acceptable (Cronbach' alpha value >0.5). These acceptable factors are more significant for further analysis. The demographic data of employees are shown in table2

**Table2: demographic profile of the participants**

SR. NO.	Demographic factors		Data
1.	Age	Min – max	21 -45

2.	Gender	Male	34 (65.4%)
		Female	18 (34.6%)
3.	Marital status	Married	27 (51.9%)
		Unmarried	25 (48.1%)
4.	Education	Illiterate	0 (0%)
		Matriculation	11 (21.2%)
		Diploma	15 (28.8%)
		Graduation	14 (26.9%)
		Post-graduation	12 (23.9%)

In table2, the age of participant vary between 21years to 45 years in which contribution of male 65.4% and female 34.6% table also shown 51.9% married and 48.1% unmarried. Educational status of participant no one illiterate, 21.2% were matriculations, 28.8% were Diploma holders, 26.9% were graduated and 23.9% were post graduated.

#### 4. Outcomes and discussion

The table 3 presented the correlation between factors which is highly correlated with quality work life and the table 4 presented the correlation between factors which is less correlated with quality work life. Correlation coefficients range from -1 to +1. A correlation coefficient of -1 indicates there is perfectly negative correlation between variables. And correlation coefficient +1 means there is perfectly positive correlation between the variables. The value of correlation coefficient zero (0) indicate that there is no relation between variables. Table 3 demonstrated the correlations between working condition and quality of work life at 0.000 significance level. Safety working condition is positively related to employee quality of work life ( $r=.886$   $p<0.000$ ) and highly significant. Safety, working condition and quality of work life change in the same direction. Given a safety working condition, employees are likely to enjoy high quality of work life and low or no safety working environment lead to low employee quality of work life. The correlation confirms the first hypothesis [H1] of the study, that working condition will positively affect employee’s quality of work life.

**Table 3: Correlation between different factors which is highly correlated**

		Correlations					
		QWL	WC	SE	P	JS	MP
QWL	Pearson Correlation	1	.886**	.580**	.474**	.329*	.328*
	Sig. (2-tailed)		.000	.000	.000	.017	.018
	N	52	52	52	52	52	52
WC	Pearson Correlation	.886**	1	.561**	.517**	.309*	.278*
	Sig. (2-tailed)	.000		.000	.000	.026	.046
	N	52	52	52	52	52	52
SE	Pearson Correlation	.580**	.561**	1	.526**	.337*	.463**
	Sig. (2-tailed)	.000	.000		.000	.015	.001
	N	52	52	52	52	52	52
P	Pearson Correlation	.474**	.517**	.526**	1	.497**	.527**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	52	52	52	52	52	52
JS	Pearson Correlation	.329*	.309*	.337*	.497**	1	.473**
	Sig. (2-tailed)	.017	.026	.015	.000		.000

	N	52	52	52	52	52	52
MP	Pearson Correlation	.328*	.278*	.463**	.527**	.473**	1
	Sig. (2-tailed)	.018	.046	.001	.000	.000	
	N	52	52	52	52	52	52

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 4: correlation between factors which is less correlate Correlations**

		QWL	PF	PAY	FAC	HF
QWL	Pearson Correlation	1	0.148	0.179	-0.083	-0.066
	Sig. (2-tailed)		0.294	0.203	0.558	0.643
	N	52	52	52	52	52
PF	Pearson Correlation	0.148	1	.476**	-0.154	0.156
	Sig. (2-tailed)	0.294		0	0.276	0.269
	N	52	52	52	52	52
PAY	Pearson Correlation	0.179	.476**	1	-0.005	.416**
	Sig. (2-tailed)	0.203	0		0.969	0.002
	N	52	52	52	52	52
FAC	Pearson Correlation	-0.083	-0.154	-0.005	1	0.07
	Sig. (2-tailed)	0.558	0.276	0.969		0.623
	N	52	52	52	52	52
HF	Pearson Correlation	-0.066	0.156	.416**	0.07	1
	Sig. (2-tailed)	0.643	0.269	0.002	0.623	
	N	52	52	52	52	52

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Meaning of Different notation used in tables [QWL= quality work life, WC=working condition, SE=social environment, PF=personal factor, PAY=pay, P=promotions, JS=job security, FAC=facility, HF=health factor, MP=management policy].

After analyzing Pearson coefficient from IMB-SPSS Statistics version 26 it is concluded that the working condition, social environment, promotion, job security and management policy is correlated with Quality work life. The order of correlations in below fashion.

Working Condition ( $r_{wc} = .886$ ) > Social Environment ( $r_{se} = .580$ ) > Promotion ( $r_p = .474$ ) > Job Security ( $r_{js} = .329$ ) > Management Policy ( $r_{mp} = .328$ ).

Working condition is strongly correlated with quality work life and more impact and management policy is weakly correlated with quality work life and their impact will be less.

Table3 also determine a positive correlation between social environment and quality of work life at a significance level of 0.000 [ $r = .580$ ,  $p < 0.000$ ]. An inducement that social environment and quality of work life changes in the same direction. The consistency confirms the 2<sup>nd</sup> hypothesis [H2] of study, that well social environment will positively affect quality of work life. There is correlation between promotion and quality of work life at significance level 0.000 [ $r = 0.474$ ,  $p < 0.000$ ] this inducement confirm that promotion and quality of work life changes in the same direction. The consistency confirm 3<sup>rd</sup> hypothesis [H3] of study, that promotion will positively affect quality of work life. There is a correlation between job security and quality of work life at significant level of 0.017 [ $r = .329$ ,  $p < 0.017$ ] an inducement that job security and quality of work life changes in the same direction. The consistency confirm 4<sup>th</sup> hypothesis [H4] of study, that job security will positively affect quality of work life. There



is a correlation between management policy and quality of work life at significance level 0.018 [ $r=0.328p<0.018$ ] implies that the management policy and quality of work life changes in the same direction. The consistency confirms 5<sup>th</sup> hypothesis [H5] of study. To evaluate extent to which different factors affect quality of work life, multi-regression analysis was performed on combined variables.

**4.1 The combined effect of different factors on quality of work life**

Multiple regression analysis was run to determine the extent to which different factors (X) affects employee quality of work life(Y) in a forging industry (Table 5)

**Table 5 regression result showing**

Model	Standardized Coefficients	Collinearity Statistics	
	Beta	Tolerance	VIF
(Constant)			
WC	0.831	0.607	1.646
SE	0.104	0.562	1.778
P	-0.063	0.515	1.943
JS	0.039	0.688	1.454
MP	0.063	0.617	1.622

Table 5 show regression results, Variance Inflation Factor (VIF) less than 10 and it means the linear model fit in good manner and no chance of collinearity. Standardized coefficient beta (B) for working condition, social environment, promotion, job security and management policy was 0.831, 0.104, -0.063, 0.039 and 0.063. The standardized coefficient beta for promotion is negative; it means no relation between quality of work life and promotion. Working condition affect predominantly on quality of work life among all considered factors.

**Table 6: model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 <sup>a</sup>	0.800060953	0.778328448	0.313967036

- a. Predictors: (Constant), MP, WC, JS, SE, P
- b. Dependent variable: quality work life

The table 6 presented the value of R Square is 0.800 it means 80% independent variable ( Working condition, social environment, promotion, job security and management policy) are explaining the dependent variable.

**Table 7: ANOVA<sup>a</sup> summary**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.14476698	5	3.628953396	36.81402345	.000 <sup>b</sup>
	Residual	4.534463788	46	0.0985753		
	Total	22.67923077	51			

- a. Dependent Variable: QWL
- b. Predictors: (Constant), MP, WC, JS, SE, P

Table 7 presented the value of  $F>4$  and significance value  $<0.05$  so our model is fit. And it was concluded over all model was fit and no need for any modification. In this research work the value of  $F=36.814$  and significance level (0.000).



## 5. Conclusion and recommendations

The quality of work life play vital role for retention of employees and improve productivity of employee. And employee inside any organization is the driver of organization i.e. with the help of employees the organization run smoothly. Quality work life inside organization is better, then well skilled employee attracted toward that organization and work efficiently which surely improve the productivity of organization. In this research, it was found that working condition was more predominant on quality of work life. If any industry try to maintain quality work life then employee absenteeism and skippers from industry decreases and improve the working condition of employee.

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