



A Study on Quality of Work-Life Among Employees in the Manufacturing Sector with reference to Sriperumbudur Region

S. Arul Krishnan^{1*} & Kamal Behera A²

¹Assistant Professor,²II MBA,
^{1&2} Department of Management Studies,
Vel Tech Rangarajan Dr. Sagunthala R&D
Institute of Science and Technology, Chennai

Mail ID:¹ sarulkrishnan@veltech.edu.in

²vtp3401@veltech.edu.in

Abstract:

This study explores the quality of work-life among employees within the manufacturing sector, focusing on the Sriperumbudur region. The objectives of this research study are: (a) To investigate and understand the correlation between Quality of Work Life and various job-related outcomes experienced by employees. (b) To evaluate employee satisfaction levels concerning their job roles. A survey study methodology was adopted in this study by collecting a sample of 277 from the employees in Manufacturing sector. For this study, the Convenience sampling method was applied to analyze the quality of work life. When framing the questionnaire 25 questions are considered with 5-point scaling. Questionnaires are distributed to

the 300 employees and 277 questionnaires were returned. The SPSS software package is used to analyze and also to determine the reliability and validity of the framed questionnaire.

Keywords: Quality of Work Life, Manufacturing sector, Sriperumbudur region

Introduction:

In contemporary industrial landscapes, the assessment of work-life quality holds increasing relevance, particularly within the vibrant manufacturing sector of the Sriperumbudur region. Work-life quality encompasses a multifaceted array of factors shaping employees' experiences, ranging from job satisfaction and work-life balance to career advancement opportunities and overall well-being. Recognizing and enhancing work-life quality not only serves the interests of individual employees but also significantly contributes to organizational success, productivity, and competitiveness in the marketplace.

In recent years, the manufacturing industries in Sriperumbudur have undergone remarkable growth propelled by technological advancements, globalization, and evolving consumer



demands. However, amidst this growth, concerns regarding the quality of work-life among employees have emerged as a pivotal focus area. Challenges such as extended working hours, heightened job demands, limited avenues for career progression, and insufficient support for maintaining work-life balance have emerged as potential deterrents to employee morale, retention rates, and overall organizational performance.

QWL provides more humanized work environment. It attempts to serve the higher order needs of the workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

Q – Quest for excellence

U – Understanding

A – Action

L – Leadership

I – Involvement of the people

T – Team spirit

Y– Yard stick to measure progress

Objectives of the study:

Primary Objective:

To study the quality of work-life in the manufacturing sector with reference to Sriperumbudur region.

Secondary Objectives:

To evaluate employees' job satisfaction levels.

To examine workplace factors impacting employee performance.

To understand the relationship between employees and their workplace.

To come up with strategies to improve quality of work life in the organization.

Problem Statement:

The quality of work-life among employees in the manufacturing sector poses a pressing concern amidst escalating work pressures, globalization, and technological advancements. Despite the pivotal role of work-life balance in fostering employee well-being and organizational success, challenges such as long working hours, high job demands, and limited career development prospects persist within the manufacturing sector. Understanding and addressing these challenges are essential to cultivate a supportive work environment that promotes employee satisfaction, retention, and overall organizational performance. Hence,



there is a crucial need to comprehensively evaluate and improve the quality of work-life among employees in the manufacturing sector.

SCOPE OF THE STUDY:

1. This study will comprehensively assess the factors influencing the quality of work-life among employees in the manufacturing sector, focusing specifically on the Sriperumbudur region.
2. The research will delve into various aspects such as job characteristics, work environment, and organizational policies to identify areas for improvement and develop strategies to enhance work-life balance.
3. By examining the individual, societal, and organizational repercussions of work-life imbalance, this study aims to provide valuable insights for policymakers, industry leaders, and human resource professionals to foster a more supportive work environment and improve overall employee well-being within the manufacturing sector.

Need For The Study:

This study is essential to evaluate the quality of work-life among employees in

the manufacturing sector. It aims to gauge employee opinions regarding their work environment and assess their level of job satisfaction concerning the benefits and facilities provided by their organization. By identifying areas for improvement, this study will enable management to make necessary modifications, thereby enhancing working conditions, productivity, and organizational effectiveness within the manufacturing sector.

Importance of work-life balance:

In today's fast-paced world characterized by escalating work pressures, globalization, and technological advancements, achieving a harmonious work-life balance has become increasingly challenging for working professionals. The rapid advancement in information and communication technology has mandated strict adherence to fixed schedules, stringent deadlines, and ambitious corporate targets, crucial for thriving in today's fiercely competitive business environment. As a result, achieving work-life balance has emerged as a pressing necessity.



Hobson, Delunas, and Kesic (2001) highlighted the profound individual, societal, and organizational ramifications of work-life imbalance:

Individual and Societal Consequences:

- Elevated levels of stress and health-related illnesses.
- Decreased life satisfaction.
- Increased incidence of family conflicts, violence, and divorce.
- Rising prevalence of substance abuse.

Organizational Consequences:

- Heightened rates of turnover and absenteeism.
- Declining productivity.
- Decreased job satisfaction.
- Diminished organizational commitment and loyalty.
- Escalating healthcare costs.

Positive Outcomes of Work-Life Balance for Employees:

- Augmented well-being and happiness.
- Enhanced rapport with management.
- Elevated self-esteem, health, concentration, and confidence.

- Increased satisfaction in both marital and overall life.

Literature review:

Srivastava and Kanpur (2023) In their comprehensive study titled 'A Study on Quality of Work Life: Key Elements and its Implications', identify three major elements of QWL: job security, job performance, and employee satisfaction. They acknowledge the complexity of measuring QWL, which they argue involves both physical and structural design factors in the workplace, as well as intermediate policy factors that influence employees' professional development. The authors assert that enhancing QWL can lead to increased job satisfaction, which in turn can improve performance and productivity, thereby providing a clear roadmap for organizations to follow.

Sadri and Goveas (2023) underline the significance of safe and healthy working environments, fair compensation, opportunities to utilize individual skills and talents, and career growth prospects as vital aspects necessary for enhancing the Quality of Work Life (QWL) for employees. They emphasize that overlooking factors such as working



conditions, compensation, and job advancement can impede QWL's progress, thereby reassuring the audience about the importance of a secure working environment.

Malik, Ghafoor, and Naseer (2021) proposed that motivational factors influence organizational effectiveness. They conducted a study across four cities in Pakistan: Islamabad, Lahore, Gujranwala, and Faisalabad, involving 103 respondents. The study revealed a significant correlation between various factors, including employee performance and motivation, and their impact on organizational effectiveness. The results indicated that enhanced employee performance contributes to accelerating organizational effectiveness. Additionally, the findings highlighted the importance of fostering an effective organizational environment to improve overall organizational effectiveness.

Subrahmanian and Anjani(2020) reviewed the definition of Quality of Work Life and scrutinized its constituent factors. Their investigation targeted employees in the Textile & Engineering sectors within the Coimbatore district of Tamil Nadu, encompassing a sample

size of 500 individuals. Employing a non-probability, proportionate quota sampling method, they examined the correlation between the industry's nature and employee satisfaction across various dimensions of Quality of Work Life. The findings revealed a significant correlation between the industry's nature and aspects such as job characteristics, compensation, developmental initiatives, employee involvement in management, management-led efforts to mitigate occupational stress, flexible work arrangements, and grievance-handling procedures.

George Mason University (GMU) (2019) surveyed its Quality of Work Life Task Force. This survey encompassed 5,518 employees across eight job categories spanning three campuses and the Loudon location at George Mason. Employees were reached primarily online, although 84 paper surveys were collected from those lacking regular computer access. The survey targeted administrative faculty, classified staff, and tenure-track faculty to identify pertinent factors affecting the Quality of Work Life. These factors were categorized into General Job Attributes—encompassing Satisfaction,



Organizational Support, and Commitment—and Satisfaction and Stress Items, which included Job Category Comparisons, Campus Considerations, Work-Family Culture (WFC), Sources of Satisfaction, and Sources of Stress.

Kotze (2018) underscores the crucial role of work-family balance in enhancing QWL. He argues that engaging in multiple roles can help individuals mitigate the negative impacts experienced in any one role, thereby contributing to their overall well-being. In addition to this buffering effect, maintaining a balance between work and family responsibilities is believed to promote well-being directly. Individuals who successfully balance their roles tend to experience lower levels of stress, presumably because they are participating in activities that hold significance for them.

Thomas Wyatt and Chat Yue Wah (2016) delved into the perception of QWL with a sample size of 332 management executives. Results from correlational analysis suggest four dimensions that are termed favorable work atmosphere, personal growth and autonomy, nature of the job, stimulating

opportunities, and colleagues. The findings reinforce the conceptualizations of factors associated with the perception of QWL, particularly highlighting the empowering role of personal growth and autonomy.

Research Methodology

Research Design: “A research design is the arrangement of conditions for collection and analysis data in a manner that aims to combine relevance to the researcher purpose with economy in procedure”.

Type Of Research:

Descriptive research has been employed in this study, which entails surveys and fact-finding of various types. The primary aim of descriptive research is to provide a description of the current state of affairs. One of the key features of this approach is that the researcher lacks control over the variables and can only report on past occurrences or present situations.

Data Collection Method

Primary Data:

Primary data refers to information collected for the first time. In this study, a structured questionnaire was designed



and employed to gather primary data. The questionnaire primarily consisted of multiple-choice questions and was crafted with careful consideration of the educational background of the employees to ensure clarity and ease of understanding.

Secondary Data:

Secondary data comprises information that has already been collected and processed by others. For this research, secondary data was obtained from various sources including company files, journals, reports, and books. These sources provided valuable insights and data that had undergone statistical analysis previously.

Sampling Technique

Sampling:

Sampling is the process of selecting the sufficient number of elements from the population(the items selected technically are called as Sampling).Here this study adopted the technique of Non probability Sampling of Conveniencesampling method.

Convenience sampling: The researcher selects the easiest population members

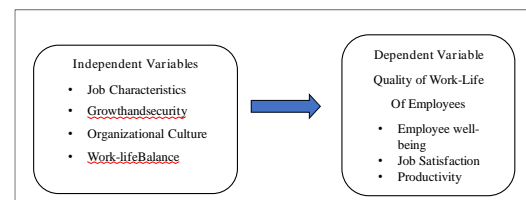
fromwhom the information is going to be obtained.

Sample Size

This survey was conducted with a total sample size of 277 respondents.

Tools Used

- Correlation
- ANOVA



Hypothesis

Null Hypothesis H0: There is no significant difference between Age group with respect to factors ofquality of work-life.

Alternative Hypothesis H1: There is significant difference between Age group with respect to factors ofquality of work-life.

Analysis&Datainterpretation:

Table1.Correlation



		CORRELATIONS					
		Age	Jobcharacteristics	Growthandsecurity	OrganizationalCulture	Work-lifeBalance	QualityofWork-Life
Age	Pearson Correlation	1	.036	.456**	.086	.366**	.291**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	300	300	300	300	300	300
Jobcharacteristics	Pearson Correlation	.036	1	.026	.260**	.070	.192**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	300	300	300	300	300	300
Growthandsecurity	Pearson Correlation	.446**	.026	1	.044	.670**	.347**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	300	300	300	300	300	300
OrganizationalCulture	Pearson Correlation	.087	.281**	.044	1	.264**	.222**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	300	300	300	300	300	300
Work-lifeBalance	Pearson Correlation	.366**	.070	.640**	.204**	1	.105
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	300	300	300	300	300	300
QualityofWork-Life	Pearson Correlation	.291**	.195**	.447**	.282**	.105	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	300	300	300	300	300	300

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

Null Hypothesis(H0): There is no relationship between Age group with respect to factors of quality of work-life.

Alternate hypothesis(H1): There is a relationship between Age group with respect to factors of quality of work-life.

Interpretation: As p-value is less than 0.05, we accept alternate hypothesis. (i.e) There is a relationship between Age group with respect to factors of quality of work-life.

Given that all the signs are positive, there appears to be a positive correlation between age group and the factors of quality of work-life.

Table2. ANOVA

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Jobcharacteristics	Between Groups	3.476	2	1.738	.498	.046
	Within Groups	1037.654	297	3.494		
	Total	1041.130	299			
Growthandsecurity	Between Groups	605.997	2	302.998	56.215	.025
	Within Groups	1600.840	297	5.390		
	Total	2206.837	299			
OrganizationalCulture	Between Groups	25.315	2	12.657	2.899	.037
	Within Groups	1296.832	297	4.366		
	Total	1322.147	299			
Work-lifeBalance	Between Groups	367.441	2	183.720	48.393	.041
	Within Groups	1127.546	297	3.796		
	Total	1494.987	299			
QualityofWork-Life	Between Groups	178.412	2	89.206	13.832	.000
	Within Groups	1915.358	297	6.449		
	Total	2093.770	299			

Null Hypothesis(H0): There is no significant difference between Age group with respect to factors of quality of work-life.

Alternate hypothesis(H1): There is significant difference between Age group with respect to factors of quality of work-life.

Interpretation: As p value is less than 0.05, we accept alternate hypothesis. (i.e) there is significant difference between Age group with respect to factors of quality of work-life.

Findings:

Maximum of the employees in Manufacturing industry are belongs to the age group of 25 years to 40 years.

Maximum of the employees in Manufacturing industry are Male.

Most of the employees are having 5-10 years of experience.

Majority of the employees in Manufacturing Industries have their level of income is below Rs 20,000

The analysis reveals a statistically significant difference in the factors of quality of work-life among different age



groups. This suggests that employees of different age groups experience varying levels of satisfaction or perception regarding their work-life balance within the organization.

The rejection of the null hypothesis implies that there is indeed a relationship between age groups and the factors of quality of work-life. This relationship indicates that age can influence how employees perceive and experience aspects of their work-life balance.

Most of the employees didn't attend the Quality of work life at Manufacturing Industry.

Suggestion:

Introduce flexible work arrangements such as flexible hours, or compressed workweeks to accommodate diverse employee needs and promote better work-life balance.

Offer career development programs, training sessions, and mentorship opportunities to empower employees and enhance their job satisfaction, engagement, and overall well-being.

Implement regular feedback mechanisms such as surveys, focus groups, or suggestion boxes to gather insights from employees about their

work-life balance experiences and identify areas for improvement.

Conclusion:

As Quality of Work Life is a vital role in the scenario of management the people factor is very important and crucial for the organization. This work has been successful in considering almost all the factors that were found to be relevant of the topic. Among the many variable

employees are the only resources, which are capable of self-important and fulfilment. Hence it has become imperative to improve employee's morale, and pave way for industrial democracy. Training program should be organized to fill up gaps between present and desired levels with regard to skills, knowledge and behavior of the employees. The research explored four components of the QWL measurement model the validated factors are Job Characteristics, Growth and security, Work environment, and Work-life balance. Overall, these findings underscore the importance of proactive measures to enhance employees' quality of work life and foster a more inclusive and supportive work environment within the manufacturing sector.



Bibliography

Books References:

1. C.B. Mamoria and S.V. Gankar (2023), 'Personal management', Twenty first revised edition, New Delhi.
2. K. Aswathappa (2022), 'Human Resource Management', sixth edition, New Delhi.
3. Donald C Cooper and Pamela S Schindler (2021), 'Business Research Methods', Ninth edition, New Delhi.
4. K.Subramani and A.Santha (2020), 'Statistics for Management', Second edition, Tamilnadu.
5. C.R. Kothari(2020), 'Research Methodology', New Age International publishers, Third Reprint Edition, , New Age International publishers.
6. Suresh, N. V., Selvakumar, A., Sasikala, B., & Sridhar, G. (2024, June). Integrating Environmental, Social, and Governance (ESG) Factors into Social Accounting Frameworks: Implications for Sustainable Business Practices. In International Conference on Digital Transformation in Business: Navigating the New Frontiers Beyond Boundaries (DTBNNF 2024) (pp. 18-28). Atlantis Press
7. Selvakumar, A., Kumar, G., & Santhanalakshmi, K. (2024). 'Experiential Learning' A Corporate Change: Opportunities and Challenges on Gaps in Skill Development. Contemporary Challenges in Social Science Management: Skills Gaps and Shortages in the Labour Market, 159-171.
8. Catherine, S., Kiruthiga, V., Suresh, N. V., & Gabriel, R. (2024). Effective Brand Building in Metaverse Platform: Consumer-Based Brand Equity in a Virtual World (CBBE). In Omnichannel Approach to Co-Creating Customer Experiences Through Metaverse Platforms (pp. 39-48). IGI Global.
9. Suganya, V., & Suresh, N. V. (2024). Potential Mental and Physical Health Impacts of Spending Extended Periods in the Metaverse: An Analysis. In Creator's Economy in Metaverse Platforms: Empowering Stakeholders Through Omnichannel Approach (pp. 225-232). IGI Global.
10. Suresh, N. V., & Remy, V. A. M. (2024, February). An Empirical Study on Empowering Women through Self Help Groups. In 3rd International Conference on Reinventing Business



Practices, Start-ups and Sustainability (ICRBSS 2023) (pp. 957-964). Atlantis Press

11. Suresh, N. V., & Bhavadharani, S. (2021). An Empirical Study on the Impact of Passenger Loyalty Program on Passenger Retention with Reference to Air India. *Productivity*, 62(1).

12. Poongavanam, S., Srinivasan, R., Arivazhagan, D., & Suresh, N. V. (2023). Medical Inflation-Issues and Impact. *Chettinad Health City Medical Journal* (E-2278-2044 & P-2277-8845), 12(2), 122-124.

JOURNAL REFERENCES:

1. Abdollahi, B. & Pour-Moazzen, O.,(2023), Examining the relation between emotional intelligence and the employees' quality of work life at the JondiShapour University of Ahvaz, *Iranian Journal of Development and Change Management*, Vol. 15, pp. 9- 15, published in Persian.

2. Afsar. S. T. (2023). Impact of the Quality of Work-life on Organizational Commitment: A Comparative Study on Academicians Working for State and Foundation Universities in Turkey. *International Journal of Social Sciences*,3(4), 124-152.

3. Ahmadnejad, M., Hassani, M., Sepehrian Azar, F., & Shojaiee, K., (2022), Surveying the relationship between Emotional Intelligence and Working Life Quality with Job.

5. Bindu Jain and Swami Yashika (2021), Quality of Work Life with Special Reference to Academic Sector, *Research Journal of Management Sciences*, Vol. 3(1), 14-17, January.

Website References:

<https://www.researchgate.net/>

<https://scholar.google.com/>