
**“AN-EMPLOYEE-CENTRIC STUDY ON QUALITY OF WORK LIFE
AT SILVASSA IN MANUFACTURING INDUSTRY”.**

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ABSTRACT

The success of any organisation is highly dependent on how it attracts, recruits, motivates and retains its work force. Today's organisation needs to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Quality of work life represents a concern for the human dimension of work. Quality of work life produces a more humanised work environment. It attempts to serve the higher skills of the workers and to provide an environment that encourages them to improve their skills. The idea is that workers are human resources that are to be developed rather than simply used. The main objective is to study the quality of work life of the employee of Manufacturing Organisation in Chennai. The researcher studied the various factors influencing quality of work life of the employees like job satisfaction, work culture and work environment, training and development and work stress with respect to the employees. The research design used for this study is descriptive. The sampling unit includes the employees of a Manufacturing Organisation in Chennai. The Collected datas were analysed by using Chi- square test, Mann Whitney U test, Fisher exact probability test, Correlation techniques. The major findings are there is a relationship between age of the employees and work stress, while working in a team they are able to reduce their work stress, the employee who receives fair and adequate compensation perform their job better and get high job satisfaction. It is concluded that Quality of work life plays a vital role in increasing the productivity. Orgainsation should make sure to provide necessary facilities to provide better quality of work life to employees

KEYWORDS: Quality of Work Life, Job satisfaction, Productivity.

LINTRODUCTION

The success of any organisation is highly dependent on how it attracts recruits, motivates and retains its work force. Today's organisation needs to be more flexible so that they are equipped develop their workforce and enjoy their commitment. Therefore organisations are required to adopt a strategy to improve the employee's quality of work life to satisfy both organisational objectives and employee needs. The quality of work life is a multi-dimensional construct made up of number of interrelated factors that needs careful consideration to conceptualise and measure. It is associated with job satisfaction, job enrichment, job involvement, job security, motivation, productivity, health, safety well-being and balance between work and non-work life. Quality of work life has been defined as "the quality of relationship between the employee and the total work environment". It seeks to create those conditions in the firm which promote individual learning and development. Provide individuals with influence control over what they do and how they do it more available to the individual interesting meaningful work as a source of personal satisfaction and a means to personal rewards.

II. REVIEW OF LITERATURE

Hackman and Oldham (1976) drew attention to psychological growth needs as relevant to the consideration of Quality of working life. Several such needs like Skill variety, Task Identity, Task significance, Autonomy were identified. **Warr et al (1979) in their** investigation of quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, satisfaction, life, happiness, and self-rated anxiety. **Mirvis and Lawler (1984) identified that** Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. **Elizur and Shye,(1990)** found out that quality of work performance is affected by quality of life as well as quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid. **Donald (1997) identified that** QWL is positively associated with job satisfaction and can be a significant motivator. One implication of this finding for management is the need to consider the type of intrinsic and extrinsic factors highlighted by the four aspects of QWL that comprise the motivational reward-incentive system used in organizations. Designing the job and the work environment so as to include the characteristics of the QWL dimensions

discussed above will contribute to the worker's sense of well-being, and provide a more positive start to other work motivation programmes within the organization. **Sirgy et al. (2001) found out the** key factors in quality of working life as job requirements, work environment, supervisory behaviour, need satisfaction based on ancillary programmes, organizational commitment.

Ellis and Pompli (2002) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including: poor working environments, resident aggression, workload, inability to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition. **Bearfield, (2003) studied** Quality of working life and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups. **T S Nanjundeswaraswamy, Swamy D R. (2013) revealed that** male employees are more satisfied than female employees. Chi Square test show that there are no significance relationship between demographic characteristics of employees and QWL. Research also reveals that Adequacy of Resources are more correlated and Training & Development are less correlated with QWL.

III. RESEARCH METHODOLOGY NEED FOR THE STUDY

Quality of work life helps to motivate people by satisfying not only their economic needs but also their social and psychological needs. To satisfy the new generation work force, organisations need to concentrate on job designs and organisation of work. Further, today's work force is realising the importance of relationships and is trying to strike a balance between career and personal lives. The quality of work life is a new level of reasoning in management, it should be noted however that it has always been with us. In more advanced and structured corporate environments employees are seriously encouraged to balance these two aspects works and life intelligently. Organisation are enjoying the fruits of implementing quality of work life programs in the form of increased productivity and an efficient, satisfied and committed work force which aims to achieve organisational objectives. Regular assessment of quality of working life can potentially provide organisation with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home interface.

OBJECTIVES OF THE STUDY PRIMARY OBJECTIVE:

To study the quality of work life of the employee of Manufacturing Organisation in Chennai
 The research design used for this study is descriptive. The sampling unit includes the employees of Manufacturing Organisations in Chennai. The researcher has used Census method to collect the sample. The sample size is taken as 84 employees of manufacturing organizations. Both primary and secondary data has been collected for this research. The researcher has used Chi- square test, Mann Whitney U test, Kruskal Wallis H test, Fisher exact probability test, Correlation techniques to analyse the collected data

DATA ANALYSIS AND NTREPRETATION CHI SQUARE:

To find out whether there is any significant difference between age and work stress.

Null hypothesis:

There is no significant relationship between the age and work stress.

Alternate hypothesis:

There is a significant relationship between the age and work stress.

S.NOS	W O R K S T R E S S	AGE					TOTAL
		BELOW 25		ABOVE 40			
		25-30	31-35	36-40			
1	Y E S	23	1	5	5	5	52
			4				
2	N O	6	7	6	5	8	32
TOTAL		29	2	1	1	13	84
			1	1	0		

OBSERVED FREQUENCY O_i	EXPECTED FREQUENCY E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$(O_i - E_i)^2 / E_i$
23	17.9	5.1	26.01	1.453
14	13	1	1	.076
5	6.80	-1.8	3.24	.476
5	6.19	-1.19	1.416	.228
5	8.04	-3.04	9.2416	1.349
6	11.04	-5.04	25.401	4.300
7	8	-1	1	.076
6	4.19	1.81	3.2761	.781
5	3.80	1.2	1.44	.3789
8	4.95	3.05	.616	.1244
TOTAL				9.6423

It is concluded that there is a relationship between age of the employees and work stress.

MANN-WHITLEY U TEST:

To find out whether there is any significant difference between department and opinion about training program:

Null Hypothesis: There is no significant difference between department and opinion about training program.

Alternate Hypothesis: There is significant difference between department and opinion about training program.

S.NO	DEP	TR	Opinion About training program	R2
1	22	7	18	5
2	25	9	38	10
3	9	4	23	8
4	8	3	5	2
5	20	6	0	1
TOTAL		29		26

$|z|= 0.313$, $|calculated\ value| < |tabulated\ value|$, $|0.313| < |1.96|$. It is concluded that each department have different training program and their opinion about the training program also differs.

FISHER EXACT PROBABILITY:

To find out whether there is any significant relationship between marital status and work stress.

Null hypothesis: There is no significant relationship between marital status and work stress.

Alternate hypothesis: There is significant relationship between marital status and work stress.

	Y	N	TOTAL
MARRIED	23	43	66
UNMARRIED	25	7	18
TOTAL	34	50	84

$P=.04892$, Fisher exact probability say $\alpha =.05$, It is observed that stress level of the employees varies according to their marital status.

CORRELATION:

To find whether there exists relation between the job satisfaction and compensation.

Factors	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
Job satisfaction	32	43	4	5	0
compensatio n	6	44	28	2	4

S.NO	X	Y	R1	R2	D=R1-R2	D^2
1	3	6	4	3	+1	1
	2					
2	4	4	5	5	0	0
	3	4				
3	4	2	2	4	-2	4
		8				
4	5	2	3	1	2	4
5	0	4	1	2	1	1
						€D^2= 10

It is concluded that employee with fair and adequate compensation can perform their job better and get high job satisfaction.

IV. FINDINGS & DISCUSSION JOB SATISFACTION:

58 % of the respondents feel that their job is interesting and 29 % of the respondents feel that their job is monotonous. 64 % of the respondents said that they have job security and 36% of the respondents said that they not have job security. It is found that 38 %of the respondents are highly satisfied with their job and 51% of the respondents are satisfied with their job. It is found that 23% of the respondents always achieve their targets and 57% of the respondents often achieve their targets. It is found that 30 % of the respondents strongly agree that job has an the impact on success of the company and 44% of the respondents agree that job has an the impact on success of the company . It is found that 26% of the respondents strongly agree that they use their skills and talents to learn new skills and 45 % of the respondents agree that they use their skills and talents to learn new skills. 24 % of the respondents strongly agree that they use their skills and talents to express their views and ideas and 56 % of the respondents agree that they use their skills and talents to express their views and ideas.

SALARY AND BENEFITS:

It is found that that 7% of the respondents strongly agree that organization gives fair and adequate compensation and 52 % of the respondents agree that organisation gives fair and adequate compensation.

It is found that 19 % of the respondents strongly agree that they are given salary by considering their responsibilities at work and 60% of the respondents agree that that they are given salary by considering their responsibilities at work. It is found that 37 %of the respondents are highly satisfied with salary and 43% of the respondents are satisfied with salary. It is found that 19 % of the respondents are highly satisfied with salary advance and 46 % of the respondents are satisfied with salary advance. It is found that 42 %of the respondents are highly satisfied with the bonus facilities and 27% of the respondents are satisfied with the bonus facilities. It is found that 30 % of the respondents are dissatisfied with the conveyance allowances and 5 % of the respondents are highly dissatisfied with conveyance allowance. It is found that 6 % of the respondents are satisfied with educational assistance to children and 36 % of the respondents are dissatisfied with educational assistance to children. It is found that 25 % of the respondents are satisfied with gifts on special occasions and 24 % of the respondents are dissatisfied with gifts on special occasions.

WORK ENVIRONMENT

It is found that 51% of the respondents feel that their work environment is fair and 27% of the respondents feel that their work environment is poor. It is found that 20% of the respondents strongly agree that there exist harmonious relationship and 72% of the respondents agree that there exist harmonious relationship.

It is found that 38% of the respondents feel that there exist high co-operation among team members and 51% of the respondents feel that their team members are co-operative to some extent. 83% of the respondents support peers when they need support and 17% of the respondents do not support peers when they need support. It is found that 79% of the respondents feel that the organisation has simple communication channel and 21% of the respondents feel that the organisation does not have simple communication channel. 57% of the respondents are highly motivated by the work environment and 25% of the respondents are fairly motivated and 18% of the respondents neither motivated nor de-motivated by the work environment.

WORK CULTURE:

It is found that 54% of the respondents are highly satisfied with the existing working hours and 34 % of the respondents are satisfied with the existing working hours. 21% of the respondents are highly satisfied with holiday trips and 27 % of the respondents are satisfied

with holiday trips. It is found that 13% of the respondents are highly satisfied with Flexibility in scheduling the job and 36 % of the respondents are satisfied with Flexibility in scheduling the job. 12% of the respondents are highly satisfied with the safety provision and 38% of the respondents are satisfied with the safety provision. It is found that 43% of the respondents are highly satisfied with the lighting facility and 43 % of the respondents are satisfied with lighting facility. 23% of the respondents are highly satisfied with the ventilation facility and 42 % of the respondents are satisfied with the ventilation facility. 14% of the respondents are highly satisfied with seating arrangement in the organisation and 46 % of the respondents are satisfied with seating arrangement in the organisation. 14%of the respondents are highly satisfied with disposal of by the organisation and 46 % of the respondents are satisfied with disposal of waste by the organisation.

TRAINING AND DEVELOPMENT:

It is found that 60% of the respondents feel that training program help them to do job in a better way and 40% of the respondents feel that training program does not help them to do job in a better way. It is found that 58% of the respondents have attended on the job training, 27% of the respondents have attended off the job training. It is found that 23% of the respondents have attended class room training, 43% of the respondents have attended conference method and 34% of the respondents have attended seminar. It is found that 33% of the respondents have attended job rotation , 32% of the respondents have attended internship and 35% of the respondents have attended apprenticeship.

14% of the respondents are highly satisfied with duration of training program and 60% of the respondents are satisfied on with duration of training program. 39% of the respondents feel that training on improving skills and knowledge to execute the job was very effective and 57% training on improving skills and knowledge to execute the job was effective. 21% of the respondents feel that their training program is excellent and 45% of the respondents feel that their training program is good. 31% of the respondents feel that training program increases their confidence level to a greater extent and 56% of the respondents feel that training program increases their confidence level to some extent. 19% of the respondents said that purpose of training program is to increase their skill and 37% of the respondents feel that purpose of training program is to increase company's productivity.

WORK STRESS:

It is found that 89% of the respondents feel that they have work stress and 11% of the

respondents feel that they don't have work stress. 44% of the respondents often feel work stress and 50% of the respondent feel seldom stress at work. 15% of the respondents experience stress due to heavy work load , 44% of the respondents experience stress due to unfair treatment by superiors and 25% of the respondents experience stress due to lack of recognition. 78% of the respondents feel that the organisation provides proper stress relieving activities and 22% of the respondents feel that the organisation does not provides proper stress relieving activities. 28%of the respondents are highly satisfied with get together stress relieving activity and 34 % of the respondents are satisfied with get together stress relieving activity and also ranked it as first. 12%of the respondents are highly satisfied with counselling stress relieving activity and 32 % of the respondents are satisfied with counselling stress relieving activity and also ranked it as second. 11% of the respondents are highly satisfied with sports relieving activity and 32% of the respondents are satisfied with sports stress relieving activity and also ranked it as third.

SUGGESTIONS

- It is suggested that organisation must provide opportunity to learn by providing more number of training program.
- Organisation can provide fair and adequate compensation by considering the employees responsibilities at their work.
- It is suggested that organisation can improve its work environment by improving the brightness of lightings, proper ventilation facilities and comfortable seating arrangement.
- It is suggested that organisation can improve the nature of training program to make it more effective.
- Organisation can provide more number of on the job training so the employees can get more practical experience.
- Flexibility in scheduling the job can be improved by providing feasibility in scheduling the job.
- Organisation can provide more number of training program to all the age group, so that their work stress can be reduced.
- Organisation should allow the employees to work as a team which makes the employees to be co-operative which in turn reduces the work stress among the employees.
- Organisation should implement more number of stress relieving techniques like yoga and meditation to married employees in order to balance their family and work life.

- Even though organisation is implementing all the stress relieving techniques equally, organisation can implement more number of stress relieving techniques like yoga, laughing therapy and meditation.

V. CONCLUSION

Quality of work life plays a vital role in increasing the productivity. Organisation should make sure to provide necessary facilities to provide better quality of work life to employees, thus to increase the morale of the employees. The research study examined the Quality of work life of employees in a Manufacturing organization in Chennai. Though majority of the employees are satisfied with the existing work culture, work environment, salary and benefits, training and development provided by the organisation still there is room for improvement. Majority of employees suffer from stress which has major impact on quality of work life. Based on the findings the researcher has given suggestion so the organisation can implement some of the remedial measures to improve the quality of work life of the employees.

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