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A Study on Quality of Work-Life Balance Among Employees in Rajsriya Automotive Industries Pvt Ltd with Reference to Hosur

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Abstract: *This is a pioneering study on the relationship between quality of work life and the employee's perception of their contribution to organizational performance. It unveils the importance of subjective and behavioral components of quality of work life and their influence on the formation of the collaborator's individual desire to contribute to strengthening the organization's productivity. The results obtained indicate that for workers: feeling their supervisors' support through listening to their concerns and by sensing they take them on board; being integrated in a good work environment; and feeling respected both as professionals and as people; positively influence their feeling of contributing to organizational performance. The results are particularly relevant given the increased weight of services in the labor market, together with intensified automation and digitalization of collaborators' functions. The findings also contribute to the ongoing debate about the need for more work on the subjective and behavioral components of so-called smart and learning organizations, rather than focusing exclusively on remuneration as the factor stimulating organizational productivity based on the collaborator's contribution.*

Keywords: *organizational performance, productivity, quality of work life*

1. INTRODUCTION

Quality of Work-life has an issue increasingly recognized as of strategic importance to organizations and of significance to employees. Work-life Balance is Human Resource Strategy, which is already recognized as the ultimate key for Human Resource Development among all the work systems. Researchers of Human Resource Management have indicated that work-life balance among employees of organizations is playing a vital role for better performance in an industry. It is widely accepted that better work place is closely associated with the development of career strategy which in turn would enhance individual's job satisfaction. This research attempts to study the Quality of Work-life of employees working from home. Quality of Work life balance is the state of equilibrium where a person equally prioritizes the demands of one's career and the demands of one's personal life. Work life balance is about dividing the hours in your day evenly between work and personal. The term work life balance was first used in the United Kingdom in the late 1970's to describe the balance between an individual's work and personal life. The concept of work life balance has undergone major change in current pandemic situation. Balancing work life and personal life is overwhelming for any working class professionals.

2. REVIEW OF LITERATURE

Peter (2017) in his study on "Work life balance and subjective wellbeing" explains about the work life balance and the well-being of the employees. In this research, the hypothesis that was tested is the sufficient amount of time

available increases the wellbeing of the employees as it helps in satisfying personal needs. The finding in this research was that the perceived sufficiency of time available for personal life and works tells the level of wellbeing only if the individual's needs are fulfilled in the given time.

S.Khodadadi et al (2017) Investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 120 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" was used for data collection and Data analysis was done by using SPSS software.

R Baral and S Bhargava (2017) in their research titled "HR interventions for Work life balance" quotes that work life balance is the concern for both research scholars and the business leaders in the view of technological, demographic and organizational changes related to it. They have explained about the challenges that the HR managers face while effectively implementing the policy in their organization. They suggest that the organizations must implement Work life balance policies and incorporate the organizational culture that ensures employee commitment and productivity.

Sarah Holly and Alwine Mohnen (2018) in their study titled "Impact of working hours on Work Life balance" their main objective was to examine the influence of the working hours of the employees on their satisfaction on the job. They explain that the overall number of the employees wants to reduce their working hours is influenced mainly by the overtime compensation. Their study result shows that generally the long working hours do not lead to the dissatisfaction among the employees, but long working hours have a positive effect on the employee's life and job satisfaction and the desire to reduce the long working hours have a negative impact on the job satisfaction of the employees.

Sandeep kumar singh, (2018) observed on quality of work life if employees working in the industry: A strategic approach towards employee's excellence. He founded that quality of work life is an important issue from the employee's perspective as it affects the job satisfaction level, commitment, performance and performance level. he also suggests that automobile authority should take progressive step to organize a conductive and congenial work cultural and environmental at automobile level in which every employee works in a well-defined manner for their own excellence and for institutional effective also.

Chandrasekhar (2018) conceptualized the quality of work experience as the degree to which people perceive their work experiences reflect an ideal work environment. The intrinsic QWL is conceptualized as the degree to which people perceive the less tangible and qualitative aspects of life at work whereas extrinsic QWL as the degree to which pie perceive more tangible and qualitative aspects of life at work.

Walton (2019) identified eight major conceptual areas of QWL namely adequate and fair compensation, safe and healthy working conditions, opportunities to develop human capabilities, opportunity to for career growth, social integration in the work force, constitutionalism, work and quality of life and social relevance work. He listed eight conceptual categories of QWL namely, adequate and fair compensation, safe and healthy environment, development of human capacities, growth and safety, social integration and constitutionalism total life space and social relevance and responsibility.

Klatt et al. (2019) The term quality of work life (QWL) has become well known not only to social scientists, but to lay men as well. They have identified eleven dimensions of QWL in the year 1985. They are: pay and stubbles of employment, occupational stress, organizational health programmers, alternative work schedule, participative management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis.

Wodud (2019) used the security of employment, safety at work, justice and fair pay, job/role clarity, social and welfare facilities, grievance redressed, promotion opportunities and training facilities to measure the QWL among the working women. He identified factors of QWL to measure the QWL of employees at the industry. They are security of employment, understanding of colleagues, job/role clarity, adequate training facilities, and availability of materials, understanding supervisors, promotion opportunities and social and welfare facilities.

D.S.R. Adikaram (2020) study has added information to understanding the industry employees as having complex social scenarios with a variety of work conditions among organizations. The findings of study offer suggestions for improvement of job satisfaction through work life balance. It is suggested that consideration be given to the development of guidelines in order to ensure that work load should not affects the WLB of employees. Whereas employees can reduce the pressure of work by prioritizing their work. Top management should realize the importance of work life balance and its adverse effect on job satisfaction. The need of policy is required to cater this problem. Different policies and strategies are needed for the people at different type jobs and at different stages of their career.

Cole C Donald (2020) conducted a study to investigate the understanding, collection, diffusion and use of QWL indicators in the industry. The authors have concluded that increase in targeted health care organizations resources, inclusion of other QWL indicators and greater integration with health care organizations management systems could all improve company organizations decision makers" access to information relevant to employee health.

Yogesh Jain (2021) he studied on quality of work life among the employees of a leading industry. He founded that there exists a relationship between organizational commitment and other four components of quality of work life. He suggests that the company must devise the policy on career advancement and career positioning for better inflow of knowledge. He also suggests that company must do away the traditional method of advancing an employee purely on the basis of seniority even if better talent on the basis of performance is available, else company will start facing the elevation of lab our turnover problem at the earliest.

Straw and Heckscher (2021) QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution hence, they should be treated with dignity and respect. Quality of work life is considered to be the quality of association between employees and the total working environment: with human dimensions, technical and economic consideration. In other words, QWL could be measured on factors such as; work-life balance, job satisfaction and contentment, career advancement opportunities and so on.

Beukema (2022) described QWL as the degree to which employees are able to shape their jobs activity, in accordance with their options, interests and needs. It is the degree of power an organization gives to its employees to design their work. This means that the individual employees has the full freedom to design his job functions to meet his personal needs and interests. This definition emphasizes the individual's choice of interest in carrying out the task.

Ashwini A Yarnal. (2022) she encountered Work life balance (WLB) is the modern distinctive issue of industry, since employees consistently need to succeed and advance at work place, simultaneously for family and recreation. Balancing these two boundaries is the reason for burn out of employees and thus the employers perceived this as a need of hour and want to introduce the work life balance strategies, plans and formulate polices to employee morale, motivation and productivity. This paper illuminates the wide options for employers and employees to interface work life balance practices for organizational and personal performance.

3. RESEARCH METHODOLOGY

To fulfill any task, it is necessary to follow a systematic method. Research methodology is the main aspect of research studies. The methodology follow by research is detailed here.

Statement Of the Problem: Quality of work life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as employee's timings, work output, available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work. An organization 's HR department assumes responsibility for the effective running of the Quality of Work Life for their employees

4. SCOPE OF THE STUDY

Quality of work life is the major significant factors for the employees in the organization. The study covers employee's industry. A satisfied employee will be having a positive attitude towards his or her job and would go beyond the normal expectation in his or her job. This study emphasizes on the quality of work life of employees. We have made a sincere attempt to determine the quality of work life of the industry employees working in the company. The study is expected to identify the exceptional level of quality of work life of employee in the company. This research is mainly focused on analyzing the factors determining the quality of work life of the industry employees.

5. OBJECTIVES OF THE STUDY

- To study on employee's quality of work life in the company.
- To identify the factors that impacts the employees Work life.
- To know the relationship between employee's job and its impact on employee's personal life.
- To know the relationship between the supervisors' support and employee's job performance.
- To determine whether the current work conditions has influence on work life balance of the employees.
- To identify whether the current work environment has any impact on the outcome of work.

6. LIMITATIONS OF THE STUDY

This study confined only industry employees, Hosur and sample size is limited to 120. The employees and work life were interviewed during the course of their Work life time, so they were in a hurry to respond to the questions, which may have affected the quality of data. Time constraint was another limiting factor. The time available for the study was very much limited. There may be errors due to the bias of the respondents. Due to time constraints and busy schedule of employees, it was difficult to interact with them completely.

7. RESEARCH DESIGN

A research design is the specialization of measure and procedure for the information needed to solve problems in the overall operational pattern of frame Work life of the project that stipulates what information is to be collected from which sources by what procedure. There are three types of research design.

Sampling Method

The sampling design being used for this study is simple random sampling

Sample size: The study based only on the Work life of employee. Total number of sample taken for the study is 120 respondents.

Period of study: The study was held during the period of Three month.

Methods Of Data Collection

Data in the study are of two types:

Primary data: Primary goal is original and collected by the researcher freshly. In this study primary data was collected through interview schedule. An interview schedule is a popular means of collecting primary data. An interview schedule is a list of question for getting to know the opinion & information from the respondents.

Secondary data: Secondary data is the data, which is already available. It can be obtained through company records, internet and some data collected from the observation method by the researcher.

Analytical Design

Simple Percentage Method

Chi square analysis

Correlation

Anova

Simple percentage analysis: A percentage analysis is used to interpret data by the researcher for the analysis and interpretation through the use of percentage. The data are reduced in the standard form from which base equal to 100 which fact facility relative comparison.

$$\text{Simple percentage} = \frac{\text{No. of respondents}}{\text{Total No. of respondents}} \times 100$$

Chi-Square Test

It is one of the simplest and widely used non parametric test in statistical work. The quantity chi-square describes the magnitude of the discrepancy between theory and observation

Which is defined as,

$$\text{Chi - Square} = \frac{\sum(O_i - E_i)^2}{E_i}$$

O_i = Observed frequency, E_i = Expected frequency

In general, the expected frequency for any can be calculated from the following equations

$$E = \frac{RT \times CT}{N}$$

E = Expected frequency, CT = Column total, RT = Row total, N = Total number of observations

The calculated value of chi-square is compared with the table value of chi-square given degree of freedom of a certain specified level of satisfaction. If at the stated level the calculated value of X² is more than the table value of X² the difference between theory and observation is considered to be significant otherwise it is insignificant.

Correlation

Correlation is computed into what is known as the correlation coefficient, which ranges between -1 and +1. Perfect positive correlation (a correlation co-efficient of +1) implies that as one security moves, either up or down, the other security will move in lockstep, in the same direction. Alternatively, perfect negative correlation means that if one security moves in either direction the security that is perfectly negatively correlated will move in the opposite direction. If the correlation is 0, the movements of the securities are said to have no correlation; they are completely random.

$$r = \frac{\sum XY}{\sqrt{(\sum X^2)(\sum Y^2)}}$$

Anova

Examination of change, or ANOVA, is a solid measurable method that is utilized to show contrast between at least two methods or parts through importance tests. It likewise shows us an approach to make numerous examinations of a few populace implies. The Anova test is performed by looking at two sorts of variety, the variety between the example implies, just as the variety inside every one of the examples. Beneath referenced recipe addresses one way Anova test measurements:

$$F = \frac{MST}{MSE}$$

F = Anova Coefficient,

MST = Mean sum of squares due to treatment

MSE = Mean sum of squares due to error

4. FINDINGS, SUGGESTIONS AND CONCLUSION

Findings

1. Majority 65.0% of the respondents are male
2. Majority 35.0% of the respondents are in the age group between 36 – 45 years
3. Majority 83.3% of the respondents are married
4. Majority 38.3% of the respondents are qualified in under graduation level
5. Majority 50.8% of the respondents are earning Rs.10000-20000
6. Majority 36.7% of the respondents are experienced in 3-5 years
7. Majority 45.0% of the respondents are having 3-4 members in their family
8. Majority 48.3% of respondents are permanent employee
9. Majority 42.5% of the respondents are working 8-10 hours per day
10. Majority 43.3% of respondents are doing regular shift
11. Majority 46.7% of the respondents are sometimes interfering work on job
12. Majority 33.3% of the respondents said superior extends his support whenever needed.
13. Majority 40.8% of the respondents are highly supportive with colleagues

Suggestions

The company can provide regular medical check-up for improving the medical facilities. The company can provide effective training for efficient performance of employees. The company can improve promotional policies. Provide substantial freedom, independence and discretion to employees in scheduling their work. Team culture, peer relations also influence the quality of work life of the employees. So there should be good relationship between employees. Future research should explore the linkage between the quality of work life and quality of life. The outcome or quality or work life alone may be viewed in future research work. The relationship between the work family conflict and quality of life may be examined in future research studies. Since the ultimate aim of the QWL is attaining company performance.

5. CONCLUSION

The study was done to determine the quality of employees work life among employees working in the Rajsriya automotive industry at Hosur. The study findings revealed that there was a moderate quality of employees work life reported among employees in the industry. The work environment of the employees was given least importance and they were compelled to manage with limited resources. Even though the employees in the automobile sector reported lesser work load, they were more dissatisfied with salary and financial benefits. The salary in the private sector was significantly lower.

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