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A study on quality of work life balance in service sector industries

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Abstract

In the present relentless life, with fast mechanical change, to lead a sheltered and profitable life, it is basic to keep up a harmony among work and individual life. In like manner, with the worldwide financial breakdown, organizations are looking for approaches to achieve their business objectives. So as to accomplish these objectives and prevail in its undertakings and very severe financial plan, the association should be profitable with workers who are happy with the work. In fill in as well as in his/her own social, mental life, disappointment at work has genuine repercussions. The writing survey demonstrates that an individual who is content with a significant level of mental prosperity is more viable, exceptionally profitable and devoted to his employment contrasted with an individual with a low degree of mental prosperity. Studies have demonstrated that there would be a superior answer for QWL for a person who is upbeat grinding away and with the association. He/she has a decent perspective on his workplace, yet it influences his/her wellbeing and mental prosperity. By means of cost control, improving systems, and moving towards better innovation, a few associations respond to monetary caprices. While others are effectively introspecting and looking for an adjustment in representative connections to improve the workers' profitability. In the advanced situation, QWL is perceived as a HRM technique as a definitive key for the development of every single working framework, and not just as a concession. QWL is currently a significant aspect of the general improvement of the organization. Essentially, the staffs who have seen the past financial blast is not, at this point happy with monetary payments however anticipate that their employment should be significantly more fulfilled.

Keywords: Quality, work life, imbalance, manufacturing, employees

Introduction

Quality of Work Life (QWL) is not merely a concept but a profound philosophy, encompassing a set of principles that underscore the significance of individuals within an organization. It posits that people are the cornerstone of any enterprise, being inherently trustworthy, responsible, and capable of making invaluable contributions. QWL advocates for the dignified and respectful treatment of individuals, recognizing their innate worth and potential. This ethos fosters an environment where employees are not just valued for their labor but cherished for their intrinsic qualities, ultimately enhancing both organizational performance and employee satisfaction. Working conditions, wage payment methods, health risks, working hours, monetary and non-monetary perks, and management conduct towards staff are all included under QWL. According to Cunningham & Eberle (1990), the physical works and environment, the task, the administrative system, and the social environment inside the organization are all significant variables that affect an individual's quality of work life. and the connection between life at work and off. Increasing

productivity and improving employee job satisfaction are the main goals of QWL programmes. If an organisation satisfies these two requirements, it is likely to have healthier, happier, and productive workers, who will help to boost the organization's productivity and profitability. Emphasised this connection and relationship of QWL between the worker and work environment even more. It is believed that an employee's work environment that meets their personal needs has a positive interaction effect on them.

Enhancing employee productivity in the relation to assigned job and work conditions is the primary goal of maintaining QWL in an organisation. Beukema (1987) [14] described it as the "The degree to which employees can actively shape their jobs to align with their preferences, interests, and needs is a pivotal aspect of Quality of Work Life (QWL). This notion emphasizes the importance of empowering employees to have a say in structuring their roles within the organization" in order to further clarify this from the standpoint of the organisation. The pleasant interactions that employees have with their jobs and the organisation are included in this

definition. A more positive view of the company results from each employee being free to create and modify his job tasks to suit his own needs and interests. This emphasises how crucial an employee's interest in finishing a task is (Rethinam, 2008) ^[15]. The organisation might not always be able to meet the diverse personal demands and ideals of every employee. All the same, employees will be happy with their jobs when the company helps them assign the necessary authority to change or create the activities that are specific to them.

The definitions given above demonstrate that QWL is viewed from multiple perspectives by both employers and employees. Nonetheless, because these factors are interconnected, it takes significant thought to conceptualise and quantify them. The 1975 Walton requirements for QWL are still applicable in today's fast-paced world. These include: (a) fair and adequate compensation; (b) a safe workplace; (c) a bill of rights that protects equity and due process; (d) the development of human capacities; (e) opportunities for advancement; (f) human relations; (g) a complete life space that balances work and family; (h) the employer's social relevance; and (i) the ability of employees to influence decisions that impact them.

When a fixed number of hours are worked, work-life balance practices like flextime allow employees to specify the start and end periods of their workdays. Employees are increasingly choosing to work from home, at least partially, rather than going into the office, a practice known as telecommuting. A condensed work week is a scheduling strategy where employees work more hours in exchange for fewer working days overall. People with health conditions, impairments, or limited free time can also benefit from part-time employment by developing their skills and gaining job experience. One of the key strategies for achieving work-life balance is job sharing, which is a process that enables two employees to split duties and working hours to fill one full-time position.

Due in large part to organisational and demographic changes over the past ten years, such as the rise in the proportion of female employees in the labour force, longer workdays, and an increase in highly developed communications technology that allows for near-stable contact with the place of employment, the competing burden between work and family has taken on increased significance for female employees. In general, work-life balance practices are quite crucial in motivating female employees. Some crucial work-life balance strategies include organisational support for dependent care, flexible work schedules, and time off for personal or family obligations. Some key work-life balance practices that support employees' work-life balance include working from home occasionally, dividing a full-time job between employees and family leave programmes, on-site daycare, and financial aid for those services.

Despite doing the same or even more labour than male employees, female employees are not compensated equally. They encounter prejudice in terms of pay and working hours. Women who work are able to fulfil two roles: they look after their families while also supporting their families' needs. According to the norms and psychology of Indian society, men are excused from performing all of these daily tasks, leaving only women to take care of the family and the

children. Compared to their male counterparts, female employees devote nearly all of their working hours to the office and even devote a significant portion of their time to household maintenance. This element makes it difficult for individuals to manage their career and family lives. Due to financial constraints, many women must be available for additional job in order to supplement family income.

A work-life imbalance will lead to a number of issues with career and life happiness. Work-life balance has been found to be favourably and significantly correlated with emotional intelligence, work and organisational engagement, and managerial support. A work-life imbalance has been linked to several detrimental consequences. Distress in the female employees' family may affect their concentration at work, which in turn may affect their output. Extended periods of time spent working (a work-life imbalance) have been strongly linked to depression and stress-related conditions. Long work hours have an effect on employees' psychological and physical interests, and these characteristics are linked to imbalance in many occupations, as demonstrated by Kinman and Jones' (2003) ^[16] research. In summary, work-life balance is crucial for all working women and can have a lowering effect on their wellbeing, which isn't good for their productivity.

Concept of the quality work life

The phrase "qualities of work life" (QWL) describes how favourable or unfavourable the workplace is for workers. It also describes how people feel about their lives at work in terms of their drive, dedication, and level of satisfaction. QWL has been used in recent years to describe how satisfied or unsatisfied employees are with their overall working conditions. The term QWL does not have a widely accepted definition. Nonetheless, a few noteworthy definitions are as follows:

By humanising works, individualising organisations, and altering structural and management systems, QWL seeks to transform the overall organisational atmosphere. It takes into account the sociopsychological requirements of workers and aims to establish a work-related culture in organisations that will guarantee increased output and happier workers. To each individual, the phrase "quality of work life" will signify something different. For instance, a worker on an assembly line may only be entitled to a fair wage, safe working conditions, and a respectful and dignified supervisor. For a youthful novice, it could imply prospects for growth, innovative assignments, and a prosperous profession.

Materials and Methods

Sampling procedure: Employees of prestigious companies in Kerala region and Telangana region who worked in the manufacturing and service sectors were contacted in order to get information on QWL. Valuable and accurate data from these individuals was gathered using a questionnaire. The sampling plan employed proved to be sufficient in producing a representative sample. The sample size was adequate to encompass a cross-section of Kerala region and Telangana region manufacturing and service industries. This study only included people who were willing to fill out the forms. The subjects were not subjected to undue pressure or gently persuaded to fill out the questionnaire.

Sample population

Businesses in the manufacturing and service sectors constantly deal with difficulties in their day-to-day work lives. In order to stay ahead of the competition and stay up to date with technical advancements in their respective industries, organisations must periodically offer their staff training and skill development programmes. It is imperative for organisations to host additional seminars and symposiums in order to foster a deeper grasp of the employment needs. Industries from the manufacturing and service sectors, such as those in textiles, medicines, tyres, rubber, sugar, electronics, and information technology, were included in the survey. This poll concentrated on executives up to manager level; however, the employee's standing in the firm and in the industry were not utilised as filters.

Collection of the data

The information was gathered in hard copy utilising a questionnaire that was printed. After being moved to the computer, the data was examined further. Online forms were used to collect data for the pilot project.

Pilot study

The pilot study was carried out to accommodate the complete picture of the working lives of the employees in the manufacturing and service sectors of Kerala region and Telangana region in order to guarantee the validity of the questionnaire. To gather primary data for the pilot project, 50 samples each were provided to a chosen group of workers from Kerala region and Telangana region's manufacturing and service sectors. The employees who completed the pilot study were informed about the purpose and goals of the survey, and they examined and scrutinised the questionnaire, allowing themselves enough leeway to make any necessary changes. The pilot study's inputs were then used to develop the final questionnaire. The final questionnaire was framed using the information from the pilot study and the literature. The preliminary format of the questions used in the final questionnaire was included in the draft, which was essentially the same as the pilot study version with very few modifications. In order to assess the validity and reliability of the survey's variables and guarantee that the researcher collected the necessary data, the pilot study assisted in gathering data that was pertinent to the investigation.

Results and Discussion

The hypothesis pertaining to the manufacturing and service sectors was formulated using secondary data gathered from scholarly sources. The literature placed emphasis on a number of factors, including work load, job satisfaction, social integration in the workplace, opportunity for growth, training and development, and adequate and fair compensation. As a result, seven theories were developed for the manufacturing industry. Commitment, fair and adequate pay, job satisfaction, training and development, safe and healthy working conditions, skill utilisation and growth opportunities, social integration within the workplace, and work environment were all deemed significant factors for employees in the service sector. For the service sectors, eight hypotheses were therefore formulated. Regression analysis was utilised to support or

refute the hypotheses after factor loadings were employed to assess the validity of these factors in this study.

Qwl in manufacturing sector demographic details

The following demographic information is important to comprehend employee satisfaction and QWL. The numerical and graphical data of the responders are shown in Tables.

Respondent's Gender: Since industrialization, men have always dominated the manufacturing sector. The findings indicate that men make up the majority of study participants (75%) (Table-1).

Table 1: Gender of respondents in manufacturing sector

Gender	Frequency	Percentage	Mean	SD
Male	100	25	1.1886	0.3924
Female	300	75		

Respondents' Age

According to the manufacturing sector's demographic data, the majority of respondents (75%) were over the age of thirty. There were 42% of those in the 31–45 year old age group, 37% of those over 46 years old, and 21% of those in the 20–30 year old group (Table-2).

Table 2: The age range of respondents within the manufacturing sector varied widely

Age	Frequency	Percentage	Mean	SD
20-30 yrs.	84	21	2.0647	0.7467
31-45 yrs.	168	42		
>46 yrs.	148	37		

One significant factor that affects the QWL of workers in the manufacturing industry is age.

responders' marital status Of the respondents that were part of this study, 2739% were single and 77% were married.

Respondents' level of education

Forty percent of the participants held post-graduate qualifications. A graduate degree was held by almost 41% of the participants, whereas a diploma was held by 39% (Table-3).

Table 3: The educational qualifications of respondents in the manufacturing sector encompassed a diverse spectrum, ranging from high school diplomas to advanced degrees such as bachelor's, master's, and even doctorates

Qualification	Frequency	Percentage	Mean	SD
Graduate	157	39	1.8573	0.7623
Post Graduate	162	41		
Diploma	81	20		

Identification of the participants

Respondents to the study ranged in position from entry-level employees to senior managers. The purpose of this study was to look into QWL in various positions. 32% of the participants were managers, and 45% of the participants were junior employees. In addition, freshmen (7%) and senior managers (16%) were included in this study (Table 4.).

Table 4: Designation of the respondents in manufacturing sector

Designation	Frequency	Percentage	Mean	SD
Fresher	31	7	2.463	0.7847
Junior	178	45		
Manager	128	32		
Senior manager	63	16		

Reliability analysis

Any test must be able to be replicated in order for it to be deemed successful. Reliability assessments determine the degree to which study findings may be repeated if the same research approach is used in subsequent studies. It basically describes the degree to which measurements are error-free and yield reliable results. It verifies the scale's internal consistency, which gauges how similar the objects are to one another. Stated otherwise, every method (or item) evaluates the same ability, trait, or attribute. An internal consistency coefficient is called Cronbach's alpha. It is a crucial indicator of a psychometric method's dependability. Cronbach's alpha rises in tandem with an increase in the item's correlation. For good internal consistency, a Cronbach's alpha of 0.7 or above is advised. The current study's Cronbach's alpha values for the various constructs ranged from 0.620 to 0.924, demonstrating the items' strong internal consistency (Table-5). First, pilot research was conducted to assess the validity of the questionnaire.

Table 5: Reliability analysis of Quality of Work Life (QWL) constructs within the manufacturing sector

Dimensions	N	Cronbach's Alpha
Job Satisfaction	12	0.924
Opportunity for growth	5	0.858
Work Load	3	0.782
Social integration in the work organization	3	0.604
Safe and healthy working conditions	2	0.847
Adequate and Fair Compensation	9	0.913
Training and development	4	0.874

Even if the method used was correct, others contend that it is impossible to repeat the experiments in precisely the same way since the conditions under which they were conducted may have changed, which might have affected the data collected and resulted in different conclusions. Therefore, it is often regarded as an unreasonable expectation placed on the research findings.

Reflexivity, defined as "revealing the audience of research studies as much as possible of the procedures that have led to a particular set of conclusions," might boost reliability in spite of these criticisms.

Conclusion

The world's economy has been profoundly impacted by globalisation, which has created both new opportunities and difficulties as a result of intense corporate competitiveness. By reevaluating their corporate objectives and refining their plans for achieving them, the corporations have adjusted to the times of change. The dynamic nature of business operations in a fiercely competitive market has compelled organisations to attain organisational efficiency through measures such as augmenting employee productivity, curtailing production costs, which in turn leads to a reduction in employee expenses through headcount

reduction and employee benefit reduction. Employee commitment to the workplace, a low level of job satisfaction, a great deal of stress, and feelings of insecurity are all pervasive. The whole of these previously mentioned variables makes up the quality of work life, which is something that employees hold in high regard. Successful organisations are those that evaluate their skills in luring, keeping, growing, and inspiring personnel. These variables decrease job stress and uncertainty and serve as accelerators for achieving a high quality of work life. Conversely, they boost employee commitment to the workplace and job happiness, which boosts organisational effectiveness and productivity.

Concern about the effects of work on individuals, organisational effectiveness, and the concept of involvement in organisational problem solving and decision making can be summed up as quality of work life²³. The American Centre for the Quality of Work Life Staff defines quality of work life improvements as any activity that occurs at every level of an organisation and aims to increase organisational effectiveness by enhancing human dignity and growth. It is a process that teaches stakeholders in the organisation, such as management, unions, and employees, how to collaborate and also helps them decide what actions, changes, and improvements are desirable and feasible in order to achieve the dual and simultaneous goals of better work life for all employees and increased effectiveness for the company and unions. The definition's two main components are emphasised as follows:

1. uphold human dignity and growth; and
2. cooperate with one another.
3. Assume that people and organisational goals are compatible;
4. Decide on work adjustments in a collaborative manner.

The goal of quality of work life (QWL) is to integrate the socio-psychological demands of individuals working in an organisation, the special needs of a given technology, the organization's processes and structure, and the surrounding socio-cultural environment. As such, it is preoccupied with the general atmosphere of the work.

Enhancing QWL primarily aims to improve the work environment so that a better human-technological-organizational interface results in a higher quality of work life. Eight general workplace qualities make up a good quality of work life, according to Walton. The requirements for employment include: a living wage that is both fair and sufficient; safe and healthy working environments; jobs that utilise and develop employees' skills and abilities; the chance to grow as a person; social integration in the workplace; constitutionalism in the workplace; career advancement opportunities; work and quality of life; and the social relevance of work.

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