

A Study on the Quality of Work life of Employees

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ABSTRACT

The concept of Quality of Work Life (QWL) is essential for organizational success, influencing employee motivation, satisfaction, performance, and well-being. This study explores QWL in an organization by examining factors like job security, work-life balance, compensation, safe work conditions, career development, and organizational culture. Using a descriptive and analytical approach, data was collected through structured employee questionnaires and secondary research. Statistical tools such as percentage analysis, mean score ranking, and correlation analysis were applied to uncover key trends and relationships. Findings show that while financial benefits are important, non-monetary factors like recognition, autonomy, communication, and leadership significantly shape QWL. Demographic differences in QWL perceptions were also noted. The study highlights that improving QWL can reduce turnover, boost morale, and increase employee loyalty. Recommendations include policy enhancements, wellness programs, flexible work options, and continuous feedback. This research underscores the value of QWL in creating a more positive and productive workplace.

Keywords:

Quality of work life, Employee Motivation, Job Satisfaction, Organizational success, Job Security, Career Development, Autonomy, Communication, Employee participation

INTRODUCTION

Quality of Work Life (QWL) refers to the extent to which employees' personal needs and aspirations are fulfilled through their work. It includes factors like fair compensation, job security, safe working conditions, work-life balance, career growth, and a positive organizational culture. QWL plays a vital role in employee well-being, satisfaction, and overall organizational performance. This multi-dimensional concept encompasses both physical and psychological aspects of the workplace—such as job design, autonomy, recognition, and relationships with colleagues. In today's competitive business environment, fostering a positive work experience has become crucial to improving employee engagement, productivity, and retention. Challenges like long work hours, lack of flexibility, and poor support can harm employee morale and health. On the other hand, flexible schedules, remote work options, and wellness programs contribute to better work-life balance and engagement. A safe, supportive environment enhances job satisfaction, reduces absenteeism, and boosts organizational outcomes.

Organizations that prioritize QWL not only benefit from happier, more loyal employees but also see improvements in performance, customer service, and talent attraction. This study aims to identify the key elements and challenges of QWL and provide practical strategies for creating a healthier, more productive workplace.

OBJECTIVES OF THE STUDY

1. To identify the key factors influencing the quality of work life.
2. To measure the satisfaction level of the facilities provided to the employees by the organization.
3. To find out employee problems and offer suitable suggestions.
4. To study the impact of effective communication on organizational performance.

REVIEW OF LITERATURE

Nitish (2016) conducted study “New forms of Work Organization in India”, in this study points out that quality of work life is a barometer measuring the extent to which society’s free from the exploitation, injustice, inequality, oppression and restrictions on the continuity of growth of human and heading for its full development.

Mehta (2018) related to his various research studies and his wide spread experiences on organizational behaviour and determined that work did not occupy a central place in the life space of the Indian workers. According to him, in the present situation, where hard economic factors like financial compensations, fringe benefits and work amenities are dominant, the nature and design of jobs may not be a significant factor in the current mindset of the Indian Workers. His result did not show a fair interdependence between job satisfaction and a general sense of life satisfaction of the employee.

Lawler (2019) defines QWL in terms of job characteristics and work conditions. He highlights that the core dimension of the entire QWL in the organization is to improve workers betterment and productivity. Besides, he acknowledged the truth that the QWL is complicated, because it comprises both the physical and mental well being of employees at their work.

Uma Sekharan (2019) observed that, the concept of Quality of Work Life had originally concentrated the issues which are only related to the wages, working hours, and working conditions. However, the concept has currently been expanded to include the factors that extent the workers’ involvement towards the job, their levels of satisfaction which is concerned with the various aspects of the work environment, their perceived job competence and accomplishment on the job etc. This study suggests that greater decentralization, more autonomy, power and control will facilitate enhanced Quality of Work Life.

RESEARCH METHODOLOGY

Research design :

This study adopted a descriptive research design to explore the impact of quality of work life of employees.

Data collection :

Primary Data - Collected from 113 respondents via a structured questionnaire.

Secondary Data - Obtained from credible sources, including online journals, research reports, industry publications, and academic articles.

TOOLS USED FOR ANALYSIS

- Percentage Analysis was used to understand the distribution of responses and present demographic data clearly.
- Chi-Square Test helped identify the association between categorical variables like gender, designation, and

appraisal satisfaction.

- T-Test was used to compare the mean scores between two groups to check for significant differences in job satisfaction and work life balance.
- ANOVA (Analysis of Variance) was applied to examine differences in responses across multiple groups, such as age or experience levels.

Data Analysis & Interpretation

The statistical analysis reveals significant findings related to employee perceptions of the performance appraisal system:

- As the p-value is less than 0.05, we reject the null hypothesis and accept the alternative hypothesis. This indicates a significant relationship between emotional intelligence and their satisfaction.
- With a p-value less than 0.05, we reject the null hypothesis, demonstrating that there is a significant difference in how employees perceive the responses for their various factors.
- The p-value being less than 0.05 also leads to the rejection of the null hypothesis, highlighting a statistically significant difference in improvement in their groups.

CONCLUSION

The study reveals that the overall quality of work life for employees at the Airport Authority of India is relatively positive. However, opportunities for growth, autonomy, and further improvement in welfare measures present areas that could be enhanced. Based on the findings, the organization should focus on strengthening recognition programs, providing more career advancement opportunities, increasing employee autonomy, and maintaining clear communication regarding welfare programs. By addressing these factors, the Airport Authority of India can continue to improve the quality of work life, which will likely lead to higher job satisfaction, greater employee retention, and overall organizational success. By making these adjustments, the organization will create a more positive, engaging, and supportive work environment for its employees, aligning with the goal of improving the overall quality of work life.

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