

Quality of Work Life and Its Impact on Women Workers in Manufacturing Companies

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Abstract

Quality of Work Life (QWL) is an important concept in Human Resource Management that focuses on improving employees' working conditions and overall well-being. The current study focuses on the concept of Quality of Work Life and its impact on women workers in the manufacturing industry. The primary objective of the study is to determine the factors that affect the quality of life at work, including working environment, wages, job security, safety, work-life balance, and organizational support, and their impact on job satisfaction.

The descriptive research approach was used in the study. Data were collected using primary sources in which 100 working women responded to a structured questionnaire that consisted of items on the Likert scale of five points. Percentage and frequency analyses were conducted.

Based on the results obtained from the study, it can be seen that the participants are mostly satisfied with the jobs that they do and that the place where they work is secure and favorable. Nevertheless, some aspects of employees' life were also observed to be present, namely the effect of the job on their physical condition, the inability to control work hours, and a considerable level of mental stress. It is therefore concluded that despite all positive aspects, there is also room for improvement.

Keywords: Quality of Work Life, Women Workers, Job Satisfaction, Work Environment, Manufacturing Companies

1. Introduction

Quality of Work Life (QWL) has been of great importance in Human Resource Management in the changing industrial environment of today. Organizations have realized that, in addition to productivity and profit, the health and happiness of workers are crucial for their continued survival. QWL involves providing an atmosphere at work that is conducive to effective performance, while meeting the requirements of workers in terms of their personal and professional lives. Aspects of QWL include adequate pay, job security, safety at work, welfare facilities, and a balance between work and personal life.

In recent years, the participation of women workers in the manufacturing sector has increased significantly due to factors such as industrialization, urbanization, and improved access to education. Women workers contribute significantly to various operational activities, including production, packaging, and quality control. However, despite their growing participation, they continue to face several workplace challenges such as long working hours, physically demanding tasks, safety concerns, limited opportunities for career growth, and difficulties in balancing work and family responsibilities. These challenges directly affect their job satisfaction, morale, and overall work performance.

The manufacturing sector plays a crucial role in economic development by generating employment and supporting industrial growth. With the increasing involvement of women workers, it has become essential for organizations to provide better working conditions and supportive policies that enhance their Quality of Work Life. A positive work environment not only improves productivity but also promotes engagement, commitment, and retention among workers. As such, it is crucial to understand the determinants of QWL among women employees to come up with viable HR strategies. Several problems have been identified in relation to the conditions of work, job security, work-life balance, and health issues faced by women employees of manufacturing firms. This indicates that the conditions of work do not always match expectations.

This present study focuses on analyzing the Quality of Work Life and its impact on women workers in manufacturing companies. It aims to identify the key factors affecting QWL, such as working conditions, wages, health and safety measures, welfare facilities, and work–life balance, and to examine their influence on job satisfaction, work efficiency, and overall well-being. The findings of the study are expected to provide useful insights for managers and policymakers in designing effective policies to improve workplace conditions and enhance the productivity and well-being of women workers.

This research work is based on an MBA dissertation and is original in nature. It has not been published elsewhere and is carried out purely for academic purposes.

2. Statement of the Problem

The rapid growth of the manufacturing sector has increased employment opportunities for women workers, particularly at the operational level. However, these workers continue to face several challenges such as poor working conditions, long working hours, job insecurity, low wages, and difficulty in maintaining work–life balance. These issues negatively affect their Quality of Work Life (QWL), job satisfaction, and overall performance.

Ideally, women workers should be provided with safe working conditions, fair wages, job security, and a balanced work–life environment. However, in reality, there exists a gap between the expected standards of work life and the actual conditions experienced by women workers in manufacturing companies.

Although previous studies have examined QWL in different sectors, limited attention has been given specifically to women workers in manufacturing companies. Therefore, it becomes important to investigate this issue in order to understand how workplace conditions affect their job satisfaction, work efficiency, and overall well-being.

3. Review of Literature

1. (Sasikumar, R., & Sujatha, S., 2024): studied the Quality of Work Life of women employees in the electronics manufacturing sector. Their research indicated that elements such as workload, work–life balance, job satisfaction, compensation, and training opportunities play a significant

role in shaping employees' work experience. The study further suggested that flexible working hours, transparent evaluation systems, and effective reward practices are essential for improving employee well-being.

2. (Afroz, S., 2017): carried out a detailed review to understand the major factors influencing Quality of Work Life. The findings identified fair compensation, job security, safe working conditions, work–life balance, and employee involvement in decision-making as key determinants. The study concluded that organizations focusing on these factors are likely to achieve better employee satisfaction and improved performance.

3. (Mandeep Kaur , 2021): explained that Quality of Work Life is closely associated with employee satisfaction, commitment, and productivity. The study highlighted that job security, supportive work environment, reward systems, and work–life balance are important contributors to improved QWL. It also pointed out that women employees often face additional pressures due to family responsibilities and social conditions.

4. (Nanjundeswaraswamy, T. S., p. 2022): examined QWL in the garment industry and identified major components such as compensation, job security, work environment, training, and employee relations. The findings suggested that improvements in these areas lead to enhanced job satisfaction and overall organizational effectiveness.

5. (Sundarapandian, K, 2013) discussed the role of Quality of Work Life in the textile sector. The study emphasized that employee welfare measures, fair wages, safe working conditions, and participation in decision-making are important for maintaining productivity and ensuring industrial harmony.

6. (Dr. Jigneshkumar P. Vaghela , p. 2024): focused on women workers in the diamond industry and observed that factors such as income level, job security, age, and working conditions significantly influence their job satisfaction and QWL. The study recommended better wage structures, safer working environments, and opportunities for career development.

7. (Hossain, M., & Shirazi, H., 2018): analyzed the Quality of Work Life among women workers in the garment sector. The research revealed that work environment, job security, participation in decisions, and respectful treatment are key elements affecting QWL. It concluded that improvement in these aspects results in higher job satisfaction and better work performance.

8. (Mathews, C., & Khann, R., 2015): studied the effect of workplace environment on employee productivity in manufacturing organizations. The findings showed that factors such as

lighting, temperature, noise levels, and workplace design have a direct impact on employee health and efficiency. The study emphasized that a supportive and healthy work environment enhances both productivity and job satisfaction.

All the reviewed studies indicate that factors such as working conditions, job security, compensation, and work–life balance play a significant role in determining the Quality of Work Life. Most studies emphasize the importance of a supportive work environment and employee welfare in improving job satisfaction and productivity. However, the findings vary across different industries and sectors.

Despite extensive research on Quality of Work Life, limited attention has been given specifically to women workers in manufacturing companies, particularly in small-scale manufacturing industries. The unique challenges faced by women workers at the operational level in such industries remain underexplored. Therefore, this study attempts to fill this research gap by examining the Quality of Work Life and its impact on women workers in small-scale manufacturing companies.

4. Objectives of the Study

1. To identify the factors influencing the Quality of Work Life (QWL) of women workers, such as job security, wages, working conditions, and work environment.
2. To examine the impact of QWL on the physical and mental health of women.
3. To identify the challenges faced by women workers in maintaining and improving their Quality of Work Life (QWL) in the workplace.

5. Research Methodology

The present study aims to analyze the Quality of Work Life (QWL) and its impact on women workers in manufacturing companies. The research focuses on understanding their perceptions and experiences regarding various aspects of their work life.

5.1 Research Design: The study is descriptive in nature. It follows a quantitative approach to analyze the opinions and responses of women workers regarding different factors affecting their Quality of Work Life.

5.2 Sources of Data: The study is based on both primary and secondary data.

- **Primary data** were collected directly from women workers through a structured questionnaire.
- **Secondary data** were collected from books, journals, research papers, and online sources related to Quality of Work Life.

5.3 Sample Design: The study uses a convenience sampling technique, where respondents are selected based on their availability and willingness to participate. The sample size consists of 100 women workers working in manufacturing companies.

5.4 Data Collection Tools: A structured questionnaire was used as the main tool for data collection. The questionnaire was designed using a five-point Likert scale to measure the opinions, attitudes, and perceptions of respondents regarding various aspects of Quality of Work Life.

5.5 Statistical Tools Used: The collected data were analyzed using simple statistical tools such as percentage analysis and frequency distribution. Charts and tables were used for better presentation and interpretation of data. Microsoft Excel was used for data analysis.

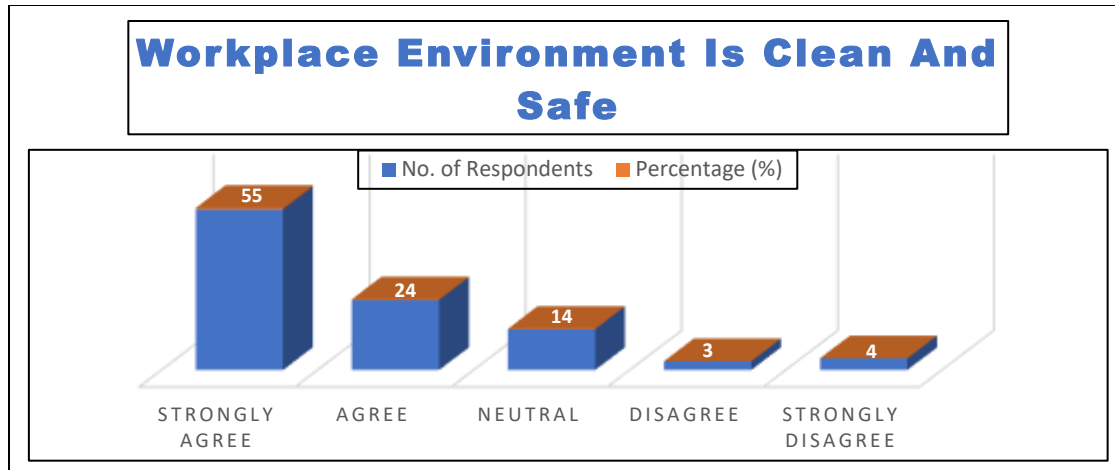
6. Data Analysis and Interpretation

6.1 Analysis of workplace environment being clean and safe

Table No. 6.1: Table showing whether the workplace environment is clean and safe

Sr. No.	Workplace Environment is Clean and Safe	No. of Respondents	Percentage (%)
1	Strongly Agree	55	55%
2	Agree	24	24%
3	Neutral	14	14%
4	Disagree	3	3%
5	Strongly Disagree	4	4%
	Total	100	100%

Graph No. 6.1: Graph showing workplace environment is clean and safe



(Data Source: Primary Data)

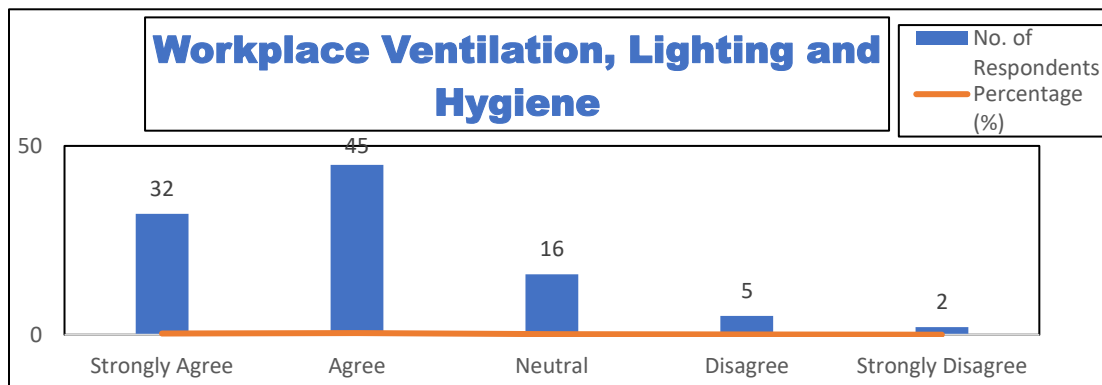
Interpretation: Most respondents (79%) agree that the workplace is clean and safe, reflecting positive perceptions of hygiene and safety. A few are neutral (14%) and only 7% disagree.

6.2 Analysis of proper ventilation, lighting, and hygiene facilities

Table No. 6.2: Table showing availability of proper ventilation, lighting, and hygiene facilities

Sr. No.	Proper Ventilation, Lighting, and Hygiene Facilities	No. of Respondents	Percentage (%)
1	Strongly Agree	32	32%
2	Agree	45	45%
3	Neutral	16	16%
4	Disagree	5	5%
5	Strongly Disagree	2	2%
	Total	100	100%

Graph No. 6.2: Graph showing proper ventilation, lighting, and hygiene facilities



(Data Source: Primary Data)

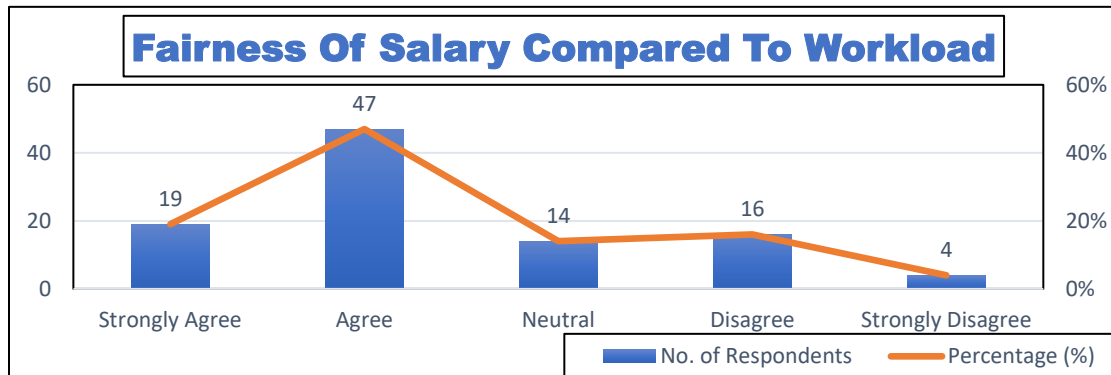
Interpretation: Most respondents (77%) agree that the workplace has proper ventilation, lighting, and hygiene. Around 16% are neutral, and only 7% disagree.

6.3 Analysis of fairness of salary compared to workload

Table No. 6.3: Table showing whether salary is fair compared to workload

Sr. No.	Salary is Fair Compared to Workload	No. of Respondents	Percentage (%)
1	Strongly Agree	19	19%
2	Agree	47	47%
3	Neutral	14	14%
4	Disagree	16	16%
5	Strongly Disagree	4	4%
	Total	100	100%

Graph No. 6.3: Graph showing fairness of salary compared to workload



(Data Source: Primary Data)

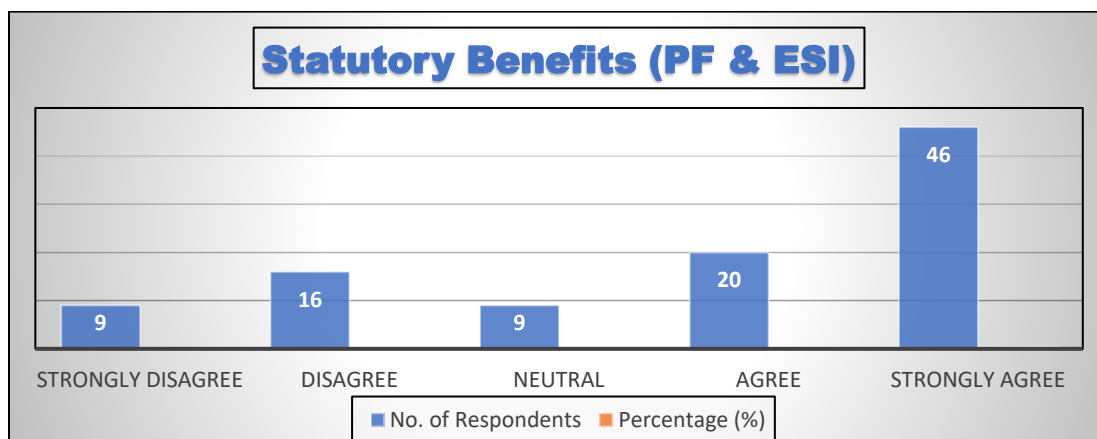
Interpretation: Most respondents (66%) feel their salary is fair for their workload, 14% are neutral, and 20% are dissatisfied. This indicates that while salary satisfaction is generally positive, there is room for improvement in compensation policies.

6.4 Analysis of statutory benefits such as PF and ESI

Table No. 6.4: Table showing whether statutory benefits such as PF and ESI are provided

Sr. No.	Statutory Benefits such as PF and ESI are Provided	No. of Respondents	Percentage (%)
1	Strongly Disagree	9	9%
2	Disagree	16	16%
3	Neutral	9	9%
4	Agree	20	20%
5	Strongly Agree	46	46%
	Total	100	100%

Graph No. 6.4: Graph showing statutory benefits such as PF and ESI



(Data Source: Primary Data)

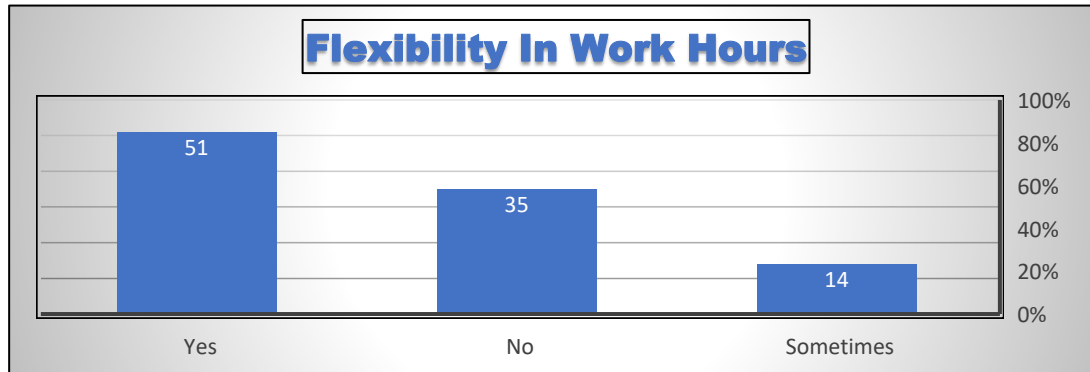
Interpretation: The table shows that 66% of respondents agree that statutory benefits like PF and ESI are provided, 9% are neutral, and 25% disagree. This suggests that while most women workers receive legal benefits, a significant portion still lacks access, highlighting a need for better compliance.

6.5 Analysis of flexibility in work hours

Table No. 6.5: Table showing flexibility in work hours

Sr. No.	Flexibility in Work Hours	No. of Respondents	Percentage (%)
1	Yes	51	51%
2	No	35	35%
3	Sometimes	14	14%
	Total	100	100%

Graph No. 6.5: Graph showing flexibility in work hours



(Data Source: Primary Data)

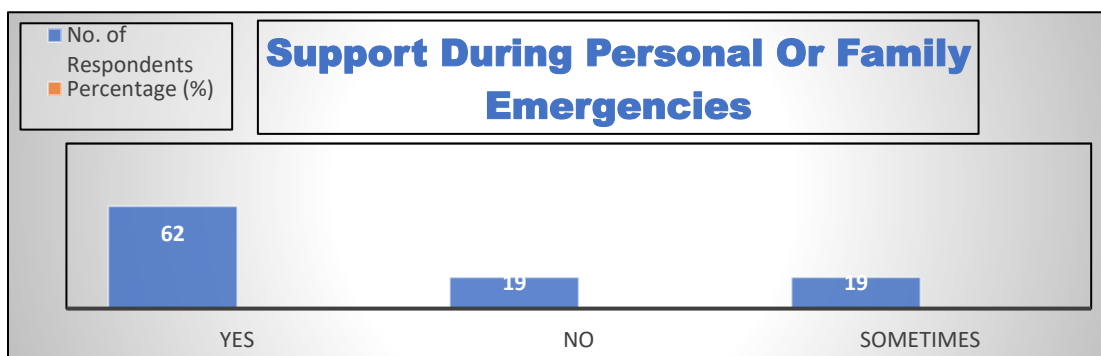
Interpretation: The table shows that 51% of respondents feel they have sufficient flexibility in work schedules, 14% experience it sometimes, and 35% lack flexibility. This indicates that while some women workers can manage work–life balance effectively, a significant portion faces scheduling challenges, highlighting room for improvement.

6.6 Analysis of company support during personal or family emergencies

Table No. 6.6: Table showing support during personal or family emergencies

Sr. No.	Support During Personal or Family Emergencies	No. of Respondents	Percentage (%)
1	Yes	62	62%
2	No	19	19%
3	Sometimes	19	19%
	Total	100	100%

Graph No. 6.6: Graph showing support during personal or family emergencies



(Data Source: Primary Data)

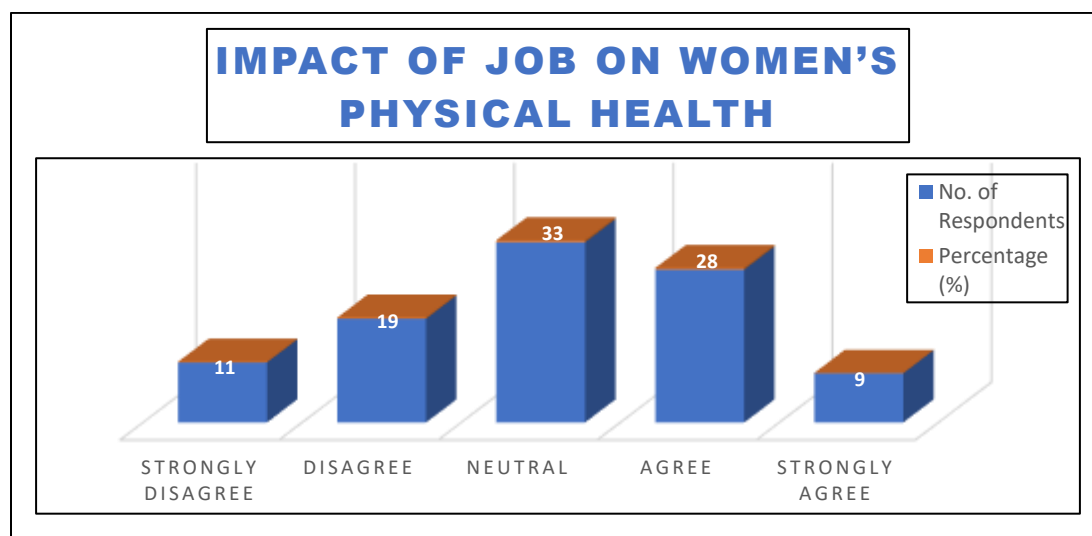
Interpretation: The table shows that 62% of respondents receive support from their company, 19% receive it only sometimes, and 19% do not receive support. This indicates that while most women workers feel supported, a notable portion experiences inconsistent organizational assistance.

6.7 Analysis of impact of job on women’s physical health

Table No. 6.7: Table showing whether the job does not harm women’s physical health

Sr. No.	The Job Does Not Harm Women’s Physical Health	No. of Respondents	Percentage (%)
1	Strongly Disagree	11	11%
2	Disagree	19	19%
3	Neutral	33	33%
4	Agree	28	28%
5	Strongly Agree	9	9%
	Total	100	100%

Graph No. 6.7: Graph showing impact of job on women’s physical health



(Data Source: Primary Data)

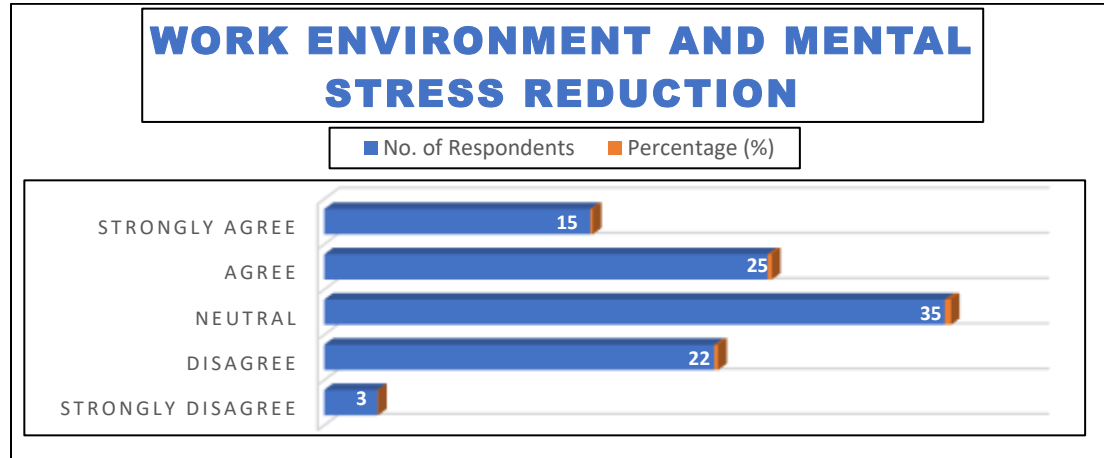
Interpretation: The table shows that 37% of respondents feel their job does not affect their physical health, 30% believe it does, and 33% are neutral. This indicates mixed perceptions among women workers regarding the impact of their work on physical health.

6.8 Analysis of work environment in reducing mental stress

Table No. 6.8: Table showing whether the work environment helps reduce mental stress

Sr. No.	Work Environment Helps Reduce Mental Stress	No. of Respondents	Percentage (%)
1	Strongly Disagree	3	3%
2	Disagree	22	22%
3	Neutral	35	35%
4	Agree	25	25%
5	Strongly Agree	15	15%
	Total	100	100%

Graph No. 6.8: Graph showing work environment helps reduce mental stress



(Data Source: Primary Data)

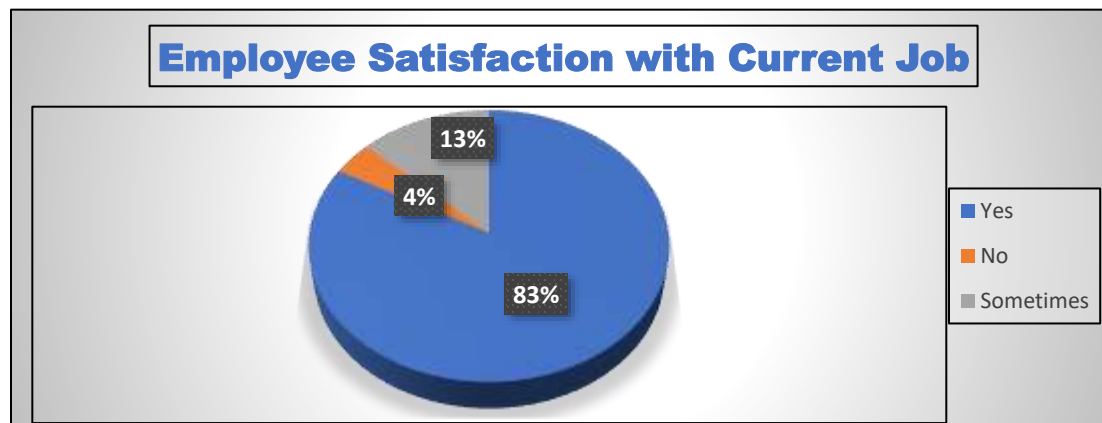
Interpretation: The table shows that 40% of respondents feel the work environment helps reduce mental stress, 25% disagree, and 35% are neutral. This indicates that while some women workers experience mental support, a significant portion remains uncertain or dissatisfied.

6.9 Analysis of Job Satisfaction Among Employees

Table No. 6.9: Table showing employee satisfaction with their current job

Sr. No.	Job Satisfaction	No. of Respondents	Percentage (%)
1	Yes	83	83%
2	No	4	4%
3	Sometimes	13	13%
	Total	100	100%

Graph No. 6.9: Graph showing employee satisfaction with current job



(Data Source: Primary Data)

Interpretation: The table shows that 83% of respondents are satisfied with their job, 13% are sometimes satisfied, and only 4% are dissatisfied, indicating generally positive work experiences and a supportive environment.

7. Findings of the Study

1. A large majority (79%) perceive the workplace environment as clean and safe.
2. About 77% agree that proper ventilation, lighting, and hygiene facilities are provided.
3. Most respondents (66%) consider their salary fair relative to their workload.
4. Around 66% report receiving statutory benefits such as PF and ESI.
5. About 51% indicate having sufficient flexibility in work hours.

6. A majority (62%) report receiving support from the organization during personal or family emergencies.
7. Only 37% feel that their job does not affect their physical health, highlighting some health concerns.
8. Around 40% believe that the work environment helps reduce mental stress.
9. A significant majority (83%) express satisfaction with their current job, reflecting generally positive work experiences.

8. Managerial Implications: The study provides practical guidance for managers to improve the Quality of Work Life (QWL) of women workers in manufacturing companies:

1. **Safe and clean workplace:** Ensure proper ventilation, lighting, and hygiene to reduce physical and mental stress.
2. **Fair compensation and benefits:** Provide timely salaries, PF, ESI, and performance-based incentives to boost motivation and retention.
3. **Flexible work arrangements:** Offer adjustable shifts and support for personal/family emergencies to improve work–life balance.
4. **Skill development:** Conduct training programs and workshops to enhance employees' capabilities and career growth.
5. **Supportive culture:** Encourage open communication, recognize efforts, and provide mentoring to foster loyalty and engagement.
6. **Gender-sensitive policies:** Integrate long-term HR strategies that focus on women workers' well-being, increasing productivity and sustainable growth.

Implementing these measures helps managers enhance employee satisfaction, retention, efficiency, and overall organizational performance.

9. Limitations of the Study

This study on the Quality of Work Life of women workers in manufacturing companies has certain limitations. The sample size was limited to 100 respondents, which may affect generalization. Only selected companies and specific shift timings were included, so experiences from other workplaces

or shifts may not be fully captured. Additionally, time and accessibility constraints restricted the study to a few units, which might not reflect all industry practices. Despite these constraints, the research provides valuable insights into factors affecting women workers' well-being and can guide managers, HR professionals, and policymakers in improving workplace conditions.

10. Scope for Future Research

This study examined the Quality of Work Life (QWL) of women workers in selected manufacturing companies. Future research can extend the study by including a larger sample size across multiple industrial areas to enhance generalizability. Comparative studies between small-scale, medium-scale, and large-scale manufacturing units can provide insights into industry-specific challenges faced by women employees.

Other research might focus on more factors that affect QWL, including the effects of technology, computerization, management style, and corporate culture on worker efficiency and job satisfaction. Interviews or group discussions might offer a greater insight into the work experience of female employees, their stress management practices, and coping behaviors.

Longitudinal studies may also be conducted to analyze the long-term effects of work–life balance initiatives, health and safety programs, and career development opportunities on women's overall well-being and performance. Such future research will help HR professionals, managers, and policymakers design more effective interventions to enhance job satisfaction, employee retention, and organizational productivity in the manufacturing sector.

11. Conclusion

The study examined the Quality of Work Life (QWL) of women workers in manufacturing companies, focusing on factors such as working conditions, wages, job security, workplace safety, welfare facilities, and organizational support. Findings indicate that the overall QWL is moderately satisfactory. Most respondents reported positive perceptions regarding workplace safety, hygiene, salary fairness, statutory benefits, and managerial support, reflecting a generally stable and supportive work environment.

However, there are several areas that need to be looked at. For example, aspects like the physical effect of work on employees' health, the lack of flexibility regarding working hours, and moderate stress levels indicate that the existing strategies may not be adequate enough. This is because although firms have facilities, further improvements could be made in this regard.

The study contributes to both theory and practice by providing empirical evidence on women workers' experiences in manufacturing units. It highlights the importance of tailored HR policies and organizational interventions to improve employee satisfaction, well-being, and productivity, thereby supporting sustainable workforce development and organizational performance.

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