

Quality Of Work Life And Well-Being Of The Employees In Manufacturing Sector, Thanjavur District

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ABSTRACT

Because of widespread mechanization following the Industrial Revolution, the human aspect became less significant. Numerous issues surfaced, including boredom, work unhappiness, absenteeism, and a lack of dedication. It is just creating an atmosphere at work where the actions of employees are given greater weight. This entails putting in place guidelines or rules that make an employee's work less repetitive and more fulfilling. These protocols or guidelines cover things like independence, acknowledgment, community, growth, and outside incentives. Participants in Q.W.L. have a sense of fulfilment in their employment. Then, work ceases to be a burden and instead serves as a vehicle for an individual's skills to be expressed. Simply said, WLB humanises the task. People must acquire new competences to fulfil the evolving requirements, desires, and challenges as they develop themselves in new directions and encounter new problems and concerns. Over the past three decades, the globe has advanced in several distinct ways. It has advanced industrially, economically, and technologically. It is also more advanced in terms of amenities, living standards, and human potential. In the course of this investigation, 14 crucial variables that impact WLB in the present have been identified. The main focus of this essay is an analysis of worker quality and wellbeing in the manufacturing industry. The study is restricted to Thanjavur District, with 108 employees serving as the sample size.

Keywords: Quality of work life, Well-being, Manufacturing Industry, Employees, Survey.

1. INTRODUCTION

Academic study on quality of work life, or WLB, has lately accelerated. Corporate HR managers have emphasised its significance a great deal. The phrase "quality of work life" gained popularity a decade ago, and since then, several studies have been published. According to Nadler and Lawler (1983), WLB has been researched under a variety of conditions and has recently attracted attention from management and the media. The growing responsibilities at work and home have made it difficult for employees to manage the demanding expectations of both work and family, which has led to a rise in stress and conflict among current employees. among addition to causing financial strain for the government, companies, and individuals, this internal conflict has also led to a number of health issues among people.

1.1 Rationale of the Present Research

Because each of them makes a simultaneous contribution to it, employee and organisational well-being play a significant part in each other's lives. There is a widening gap between the socioeconomic, psychological, and personal well-being of workers in India's traditional manufacturing industries and the rapidly expanding knowledge-based businesses since the country's economic reforms. Because of these characteristics, study on the variables influencing employee satisfaction and the resulting productivity in these two types of businesses is necessary. The workforce in both industries varies greatly in terms of attitude and views of WLB.

2. Theoretical Framework and Development of Hypotheses

The term Quality of Working Life (WLB) refers to an individual's overall work-related experiences. Models of quality of working life, also known as quality of work-life, have been proposed by a number of authors and researchers. These models include a variety of factors, which are sometimes categorised as "motivator factors" that, when present, can enhance the work experience, and "hygiene factors" that, when absent, are more closely linked to job dissatisfaction. Numerous rating systems have been devised with the objective of assessing the general quality of one's working life or specific facets thereof. The significance of WLB for the success of the national economy, employers, and employees has been highlighted in a few publications.

An employee who is content and in excellent health will work more efficiently, make wise judgements, and favourably impact the organization's objectives. Ensuring a high standard of living for employees not only draws in fresh and youthful talent but also helps to keep on board more seasoned employees. However, employment in the industrial sector are simpler and don't need a lot of mental work; they are also less creative and difficult. Issues facing this sector include a lack of corporate cultures and lax enforcement of laws and regulations. These issues cause employee unhappiness, which has an impact on their work-life balance.

Agalya (2020), The research included methodical processes for imparting technical know-how to the staff in order to improve their knowledge and abilities for performing particular tasks competently. The goal of development is to provide staff members the skills the company will require down the road. Acquiring information and skills is necessary to optimise employees' motivation to do their jobs properly. WLB focuses on the general work environment, its effects on individuals and the workplace, and how effectively organisations function as a whole. When evaluating an employee's performance in a non-traditional manner, it is necessary for them to exhibit voluntary conduct, often known as extra-role behaviour or, more precisely, organisational citizenship activity. An attempt is made to talk about WLB's viewpoint and how it affects the Chennai-based companies that employ people to make leather items.

According to **Idris Ganiyu, Ziska Fields and Sulaiman Atiku (2021)** The elements operating as work stresses and the manufacturing enterprises' performance are mediated by work-life balance techniques. They advise that in order to lessen the detrimental impact of stress on an organization's performance, work-life balance methods should be revised.

2.1 Objectives

- □ To investigate the elements affecting the well-being and quality of work life of workers in the Thanjavur District's manufacturing industry.
- □ To confirm the relationship between workers' well-being and their quality of work life.

2.2 Hypotheses Development

2.2.1 Effect of Good Work Environment on Job Satisfaction

H1: Good Work Environment is positively related to Job Satisfaction

2.2.2 Effect of Good Work Environment on Job Involvement

H2: Good Work Environment related to Job Involvement

2.2.3 Effect of Good Work Environment on Job security

H3: Good Work Environment is positively related to Job Security.

2.2.4 Effect of Supervisor's Support on Job Satisfaction

H4: Supervisor's Support is positively related to Job Satisfaction

2.2.5 Effect of Supervisor's Support on Job Involvement

H5: Supervisor's Support is positively related to Job Involvement

2.2.6 Effect of Supervisor's Support on Job Security

H6: Supervisor's Support is positively related to Job Security

2.2.7 Effect of Quality of work life on Job Satisfaction

H7: Quality of work life is positively related to Job Satisfaction

2.2.8 Effect of Quality of work life on Job Involvement

H8: Quality of work life is positively related to Job Involvement

2.2.9 Effect of Quality of work life on Job Security

H9: Quality of work life is positively related to Job Security

2.2.10 Effect of Professional Support on Job Satisfaction

H10: Quality of work life is positively related to Job Satisfaction

2.2.11 Effect of Professional Support on Job Involvement

H11: Quality of work life is positively related to Job Involvement

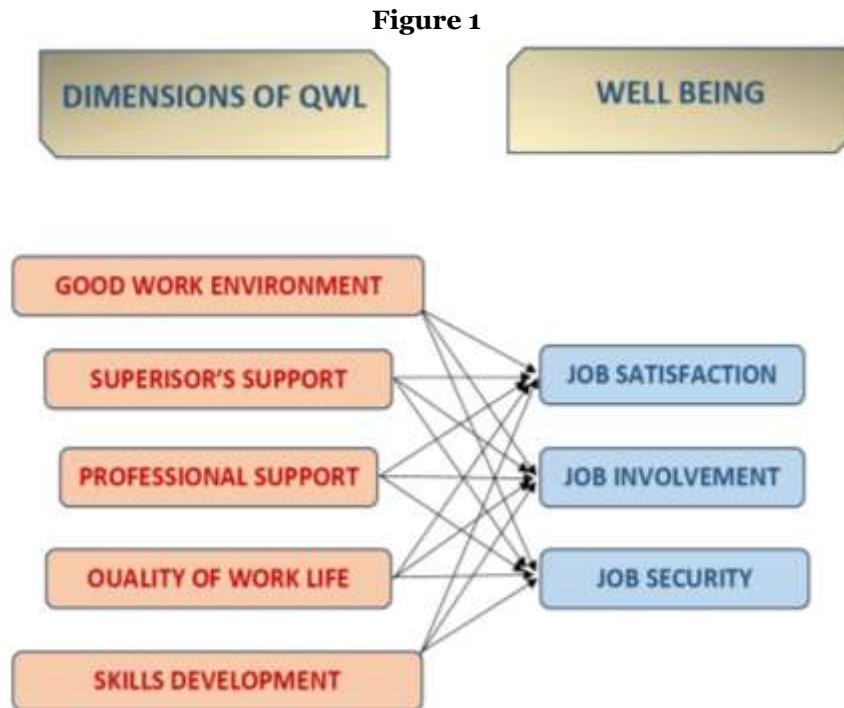
2.2.12 Effect of Professional Support on Job Security

H12: Quality of work life is positively related to Job Security

2.2.13 Effect of Professional Support on Job Satisfaction

- H13: Quality of work life is positively related to Job Satisfaction
 2.2.14 Effect of Professional Support on Job Involvement
 H14: Quality of work life is positively related to Job Involvement
 2.2.15 Effect of Professional Support on Job Security
 H15: Quality of work life is positively related to Job Security

Conceptual Model



3. Method

3.1 Sample

Organisations strive for a long-term competitive edge in today's cutthroat marketplace. Frequently, workers experience pressure to do overtime and demonstrate their productivity throughout this process. Employees in India, particularly those in the manufacturing sector, are under pressure at work due to their workload. Because of the intense workloads that these workers face, we chose to hire workers from Thanjavur manufacturing industry. Employees in the manufacturing industry must alter their schedules to accommodate time zone changes as a result of the widespread adoption of the "outsourcing" concept by multinational corporations.

For this survey, a total of 120 respondents were selected. The completed questionnaire was returned to the 108 responders. With a 70% response rate, it is discovered that the majority of respondents are semi-skilled female employees with six to eight years of experience working for that company. They are also married, have completed upper secondary education, and are female employees. Since most full-time employees serve as supporting staff, the data represents the demographics in which these workers are employed.

3.2 Measures

We chose the metrics based on existing research. We measured the constructs using recognised indicators on a 5-point Likert-type scale, where 1 represents "strongly disagree" and 5 represents "strongly agree."

3.3 Measurement Model

3.3.1 Measurement Properties, Discriminant validity and Reliability

Table 1

Variables	Mean	S. D	1	2	3	4	5	6	7	8
Supervisor's Support	3.7321	.88865	0.857							
Good Work Environment	3.7290	.92077	0.380***	0.836						
Professional Support	3.8311	.93764	0.091	0.144*	0.817					
Quality of work life	3.6803	.97951	-0.122†	0.009	-0.057	0.821				
Skills Development	3.9835	1.11003	0.031	0.014	-0.004	-0.060	0.944			
Job Satisfaction	3.4873	1.20399	-0.104	-0.102	-0.018	-0.012	0.042	0.924		
Job Involvement	3.7583	.90696	-0.066	-0.038	-0.016	0.096	0.054	0.002	0.747	
Job Security	4.0064	.80571	-0.021	0.057	-0.081	-0.011	0.010	-0.148*	-0.047	0.742

We used structural equation modeling (Lisrel package) to verify the measurement model. Table 1 shows the measurement properties of the survey instrument. The factor loadings for most of the indicators were over 0.7, except for 8 of the indicators they ranged between 0.8 and 0.99. Hair et al. (2011) suggests that the value at the threshold of 0.0 or above is acceptable. Since we used established measures, we retained these 8 indicators though they are less than 0.95, but over 0.8.

Construct reliability and validity

Table 2

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Supervisor's Support	0.836	0.944	0.933	0.735
Good Work Environment	0.741	0.930	0.920	0.699
Professional Support	0.888	0.908	0.889	0.668
Quality of life	0.961	0.895	0.892	0.674
Skills Development	0.813	0.962	0.961	0.892
Job Satisfaction	0.799	0.947	0.946	0.854
Job Involvement	0.829	0.839	0.784	0.558
Job Security	0.966	0.838	0.777	0.550

From the above table, we can see all the 8 variable has valid values respectfully. All the Cronbach's alpha value gives significant results, the composite values are lies between 0.7 to 0.99. the variable skills development has the high average variance which is 0.892 respectfully. The highest Cronbach's alpha is recorded as 0.966 in job security.

Structural Equation Model

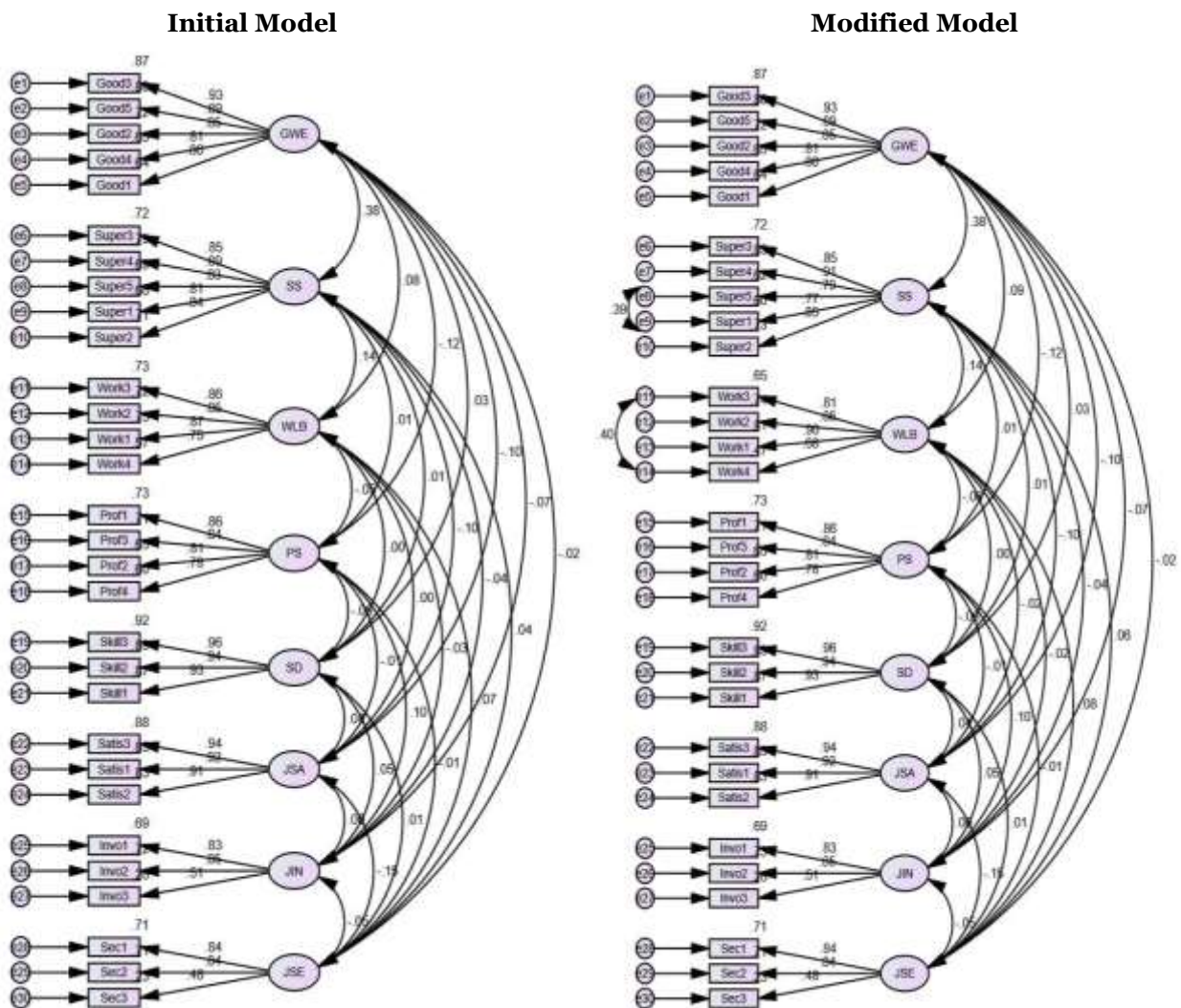


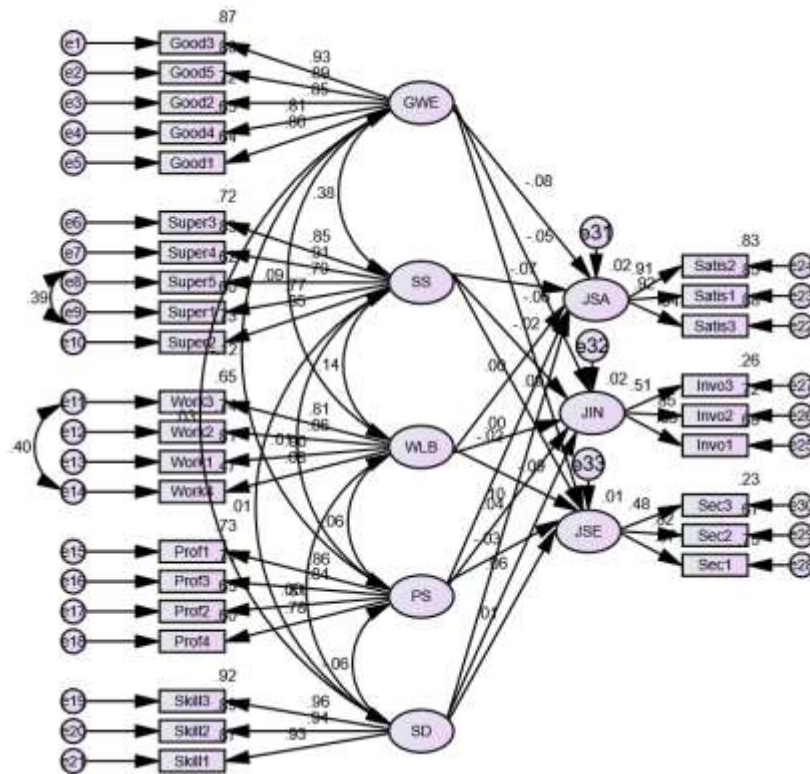
Table 3 Fit Statistic Change as a Result of Error Correlation

Model	χ^2/df	GFI	AGFI	CFI	TLI	NFI	IFI	RMSEA	RMR
Before Error Correction	1.611	0.871	0.840	0.000	0.953	0.000	0.000	0.048	0.047
After Error Correction	1.462	0.883	0.855	0.969	0.964	0.909	0.969	0.042	0.047

Source: Table which is derived from the AMOS output, illustrates that the model that is suggested in this study is an over-identified model with positive degrees of freedom.

4. Results

4.1 Structural Equation Model and Testing Hypotheses



Path Coefficients

Table 4

	Hypothesis	p Values	Results
Job Satisfaction <--- Good Work Environment	H1	.049	Not Supported
Job Involvement <--- Good Work Environment	H2	.537	Supported
Job Security <--- Good Work Environment	H3	.458	Supported
Job Satisfaction <--- Supervisor's Support	H4	.315	Supported
Job Involvement <--- Supervisor's Support	H5	.784	Supported
Job Security <--- Supervisor's Support	H6	.244	Supported
Job Satisfaction <--- Quality of work life	H7	.998	Supported
Job Involvement <--- Quality of work life	H8	.965	Supported
Job Security <--- Quality of work life	H9	.008	Not Supported
Job Satisfaction <--- Professional Support	H10	.796	Supported
Job Involvement <--- Professional Support	H11	.009	Not Supported
Job Security <--- Professional Support	H12	.688	Supported
Job Satisfaction <--- Skills Development	H13	.487	Supported
Job Involvement <--- Skills Development	H14	.040	Not Supported
Job Security <--- Skills Development	H15	.857	Supported

After checking the measurement properties, discriminant and convergent validity, and reliability, we tested hypotheses. The effect of Good Work Environment on Job Satisfaction was not supported ($p = .049, p < .050$) H1. The path coefficient of the relationship between Job Security and Quality of work life was not supported ($p = 0.008, p < .005$), H9. The relationship between Job Involvement and Professional Support was predicted to be not supported and the path coefficient was ($p = 0.009, p < .005$), H11. The relationship between Job Involvement and Skills Development was predicted to be not supported and the path coefficient was ($p = 0.040, p < .005$), H14.

5. Conclusion

The aforementioned findings suggest a strong correlation between the organisation, career advancement opportunities, training, motivation, recognition, and other perks. These factors all contribute to preserving the work-life balance and balancing employee job satisfaction, involvement, and security. The concept of quality of work life refers to a global initiative aimed at promoting improved labour management and collaboration among stakeholders to address the issue of enhancing employee happiness and organisational success.

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