



“EMPLOYEE SATISFACTION & QUALITY OF WORKLIFE AMONG EMPLOYEES” WITH SPECIAL REFERENCE TO VENKRAFT PAPER MILLS PVT LTD (UNIT-2), AT HOSUR.

Mr. Y. Ramachandra¹, Vishnupriya. R²

¹ Assistant Professor, Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India

Email: ramachandra.mba@adhiyamaan.in

² II Year MBA, Department of Management Studies

Adhiyamaan College of Engineering (Autonomous), Hosur, Tamil Nadu, India

Email: vishnupriyar2709@gmail.com

ABSTRACT :

This study looks at how satisfied employees are and how good their overall work life is at Venkraft Paper Mills Pvt. Ltd., Unit-2 in Hosur. It highlights that when employees feel happy with their jobs thanks to fair pay, recognition, job security, and good relationships they tend to be more motivated and productive. On the other hand, poor satisfaction can lead to issues like low morale and high turnover. The study also focuses on the quality of work life, which includes things like work-life balance, opportunities for growth, and a safe, supportive work environment. Overall, the goal is to understand how improving both satisfaction and work life quality can help create a more engaged and loyal workforce.

Keywords: Employee Satisfaction, Quality of Work Life (QWL), Work-Life Balance, Recognition, Growth opportunities, Motivation, Supportive culture.

INTRODUCTION

Venkraft Paper Mills Pvt Ltd, established in 2004, is a leading paper manufacturer known for its high-quality products, innovation, and sustainable practices. With advanced facilities and a skilled team, Venkraft serves both domestic and international markets. The company aims to be a global leader in the paper industry, driven by a customer-centric approach and a strong commitment to environmental responsibility. At Venkraft, they are committed to going above and beyond for our customers, fostering long-term relationships, and contributing positively to the community.

RESEARCH BACKGROUND

In today's fast-moving and competitive world, keeping employees happy and ensuring they have a good quality of work life is more important than ever. When people feel satisfied with their jobs whether it's because of fair pay, chances to grow, or supportive colleagues they tend to do better work. A positive work environment also means helping employees maintain a healthy work-life balance, feeling safe and respected, and supporting their overall well-being. When these needs are met, both the employees and the organization thrive. High levels of satisfaction and QWL lead to increased motivation, productivity, and employee retention, positively influencing organizational performance.

EMPLOYEE SATISFACTION & QUALITY OF WORK LIFE AMONG EMPLOYEES

At Venkraft Paper Mills Pvt Ltd in Hosur, the focus on employee satisfaction and quality of work life is gradually shaping the work environment into a more people-centric space. Employees here often highlight the stable job environment and timely salaries as key positives. The management's efforts in maintaining cleanliness, safety standards, and basic amenities reflect a commitment to employee welfare. However, like many industrial settings, there are areas that need attention. Some workers feel the need for better communication channels with higher management and more opportunities for skill development and recognition.

IDENTIFIED PROBLEM

Employee satisfaction and Quality of Work Life (QWL) are essential for keeping teams productive, happy, and committed to their work. While many companies are trying to be more employee-focused, a lot still find it hard to create a truly balanced and supportive work environment. Employees often face challenges like heavy workloads, few chances to grow, low pay, and difficulty maintaining a healthy work-life balance. By addressing these challenges, organizations can create a more positive workplace, keep their employees engaged, and build long-term success.

OBJECTIVES OF THE STUDY

- To explore how work-life balance affects motivation and overall well-being.
- To identify ways to create a supportive, respectful, and engaging workplace culture.
- To suggest strategies and recommendations for improving employee satisfaction and work quality.
- To understand what truly makes employees feel valued and happy at work.

REVIEW OF LITERATURE

Walton (1975): Laid the foundation by identifying eight key components of QWL like fair pay, safe conditions, opportunities for growth, and social relevance. He believed that improving these areas boosts employee satisfaction and organizational success.

Lawler (1975) acknowledged the complexity of defining QWL. He emphasized that both job design and organizational context matter. A broader, more integrated approach is required to truly improve work life.

Davis and Chermis (1975) looked at QWL as more than job satisfaction. They proposed a systems approach where personal, job, and organizational elements all interact to influence work life.

Spector (1997) reinforced that fairness, growth opportunities, and a positive atmosphere are vital. He underlined that constant feedback and workplace improvements enhance satisfaction.

Sirgy et al. (2001) linked QWL with job satisfaction using a needs-based model. They proposed that organizations should address diverse needs like safety, esteem, knowledge, and aesthetics to improve QWL.

Bearfield (2003) explored QWL in different job sectors. He found that causes of dissatisfaction vary widely, suggesting that QWL strategies should be customized for different professions.

Akdere (2006): Emphasized the growing importance of QWL in attracting and retaining employees amidst evolving business environments and family structures. Defined QWL as favorable workplace conditions that promote employee satisfaction through job security and rewards.

Hackman & Oldham (2005): Their Job Characteristics Model emphasized that core job dimensions—such as task identity, autonomy, and feedback—significantly influence employee satisfaction and motivation. They found that enriching jobs improve QWL, fostering greater satisfaction and performance.

Rethinam and Ismail (2008): Guna Seelan Rethinam and Maimunah Ismail analyzed constructs of QWL from the perspective of IT professionals, discussing aspects like health, job security, and work-life balance.

Cummings and Worley (2009) linked improved QWL with better organizational performance. Their key takeaway: employee involvement and empowerment are essential for boosting satisfaction.

Bagtasos (2009) reviewed QWL literature and emphasized its influence on both employee morale and company results. She highlighted areas like commitment, satisfaction, and cultural differences in shaping QWL.

Lambert et al. (2010) found that work-life balance and job security are core to satisfaction. They advocated for a holistic strategy that doesn't isolate QWL from other work factors.

Bhatti and Nawab (2011): Demonstrated that job satisfaction significantly influences employee commitment and productivity, indicating that enhancing QWL can lead to improved organizational outcomes.

Gayathri and Ramakrishnan (2013): R. Gayathri and L. Ramakrishnan conducted a literature review linking QWL with job satisfaction and performance. They identified key variables such as work environment, organizational culture, and compensation, and discussed various measurement approaches for assessing QWL.

Kumar & Kumar (2013): In an empirical study on Indian manufacturing firms, the authors found that physical working conditions, supportive leadership, and fair compensation are key predictors of both employee satisfaction and QWL. They suggested regular assessments to enhance employee well-being.

Pallavi Kulkarni (2013): Pallavi Kulkarni examined the role of training and development in enhancing QWL, concluding that such programs improve employee attitudes and cooperation within organizations. She argued that continuous learning opportunities contribute to personal and professional growth, thereby enhancing QWL.

Jerome (2013) found that when employees have fair compensation and opportunities to grow, their job satisfaction improves. He saw a strong link between QWL, morale, and productivity.

Robbins and Judge (2013) noted that flexible schedules and wellness initiatives help employees feel valued. Satisfied workers are more likely to go the extra mile at work.

Nanjundeswaraswamy and Swamy (2013) offered a detailed overview of QWL's key elements and how they influence performance. They encouraged a comprehensive approach to workplace well-being.

Bora, Das, and Murthy (2015) showed that there's no universal definition of QWL. However, job satisfaction, work environment, and work-life balance frequently emerged as central themes.

Kundu and Gahlawat (2016) found that an organization's culture plays a crucial role in QWL. When the culture promotes well-being, employees are more satisfied and perform better.

Hassan and Sultana (2017) explored how QWL affects satisfaction across industries. They found that autonomy and a positive work environment were key to retaining happy employees.

Sari & Seniati (2021) focused on university lecturers. They discovered that job satisfaction mediates the link between work-life balance and organizational commitment—satisfaction helps employees stay committed.

Muwanguzi (2022) conducted a review showing that factors like compensation, company culture, and working conditions heavily influence both QWL and employee happiness.

Fernandez & Roy (2023) compared QWL in public vs. private sectors. They found that job security and growth opportunities matter across both sectors and heavily influence how employees feel about their jobs.

Sharma & Mehta (2024) looked at manufacturing companies and found that leadership and involving employees in decisions improve both performance and satisfaction.

Ali (2025) studied remote work after the pandemic and highlighted both pros and cons. While flexibility and autonomy increased satisfaction, digital fatigue and isolation were challenges. When managed well with wellness programs and tech support, remote work significantly improved QWL.

RESEARCH GAP

Even though more attention is being paid to employee satisfaction and the quality of work life (QWL), there are still some important areas that haven't been fully explored. Also, with remote and hybrid work becoming more common, we still don't know enough about their long-term effects on job satisfaction and overall well-being. Similarly, as technology and automation continue to change the workplace, we need to better understand how they're impacting employees' work-life balance. We also lack a clear understanding of how employee satisfaction directly influences a company's success.

RESEARCH METHODOLOGY

The study on Employee Satisfaction and Quality of Work Life at Venkraft Paper Mills Pvt. Ltd. (Unit 2, Hosur) follows a **descriptive research design** using a **survey-based approach**. Data was collected through **questionnaires** from 60 employees using a **convenience sampling** method. Both **primary data** (via structured surveys) and **secondary data** (from books, journals, and company reports) were utilized. The methodology involved defining key variables such as job satisfaction, compensation, and leadership—and processing data through cleaning, coding, and visualization techniques. Statistical tools like **Percentage Analysis**, **ANOVA**, **Chi-square**, and **T-tests** were applied to interpret results. The study maintained ethical standards, including anonymity and reliability, while a validated scale was developed to measure employee perceptions on various work-life factors.

LIMITATION OF THE STUDY

Insufficient communication or involvement in decision-making can lead to employee disengagement, affecting job satisfaction and work performance.

A lack of opportunities for skill development and career advancement can demotivate employees and negatively impact their work quality.

High stress levels, excessive workloads, and physical demands can lead to burnout, reducing both job satisfaction and performance.

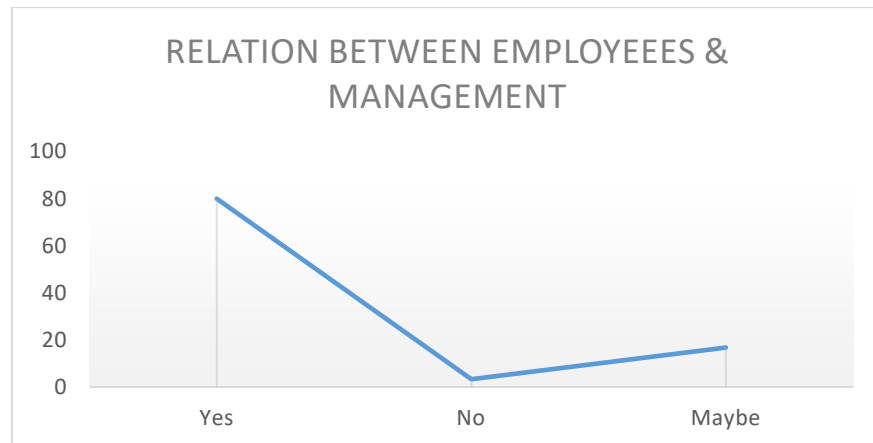
Insufficient recognition for hard work and lack of constructive feedback can result in employees feeling undervalued, impacting job satisfaction and work quality.

Excessive working hours and pressure on personal life can cause dissatisfaction, leading to reduced engagement and lower quality of work.

DATA ANALYSIS AND INTERPRETATION

Table 1 Represents the Relationship between Employees and the Management

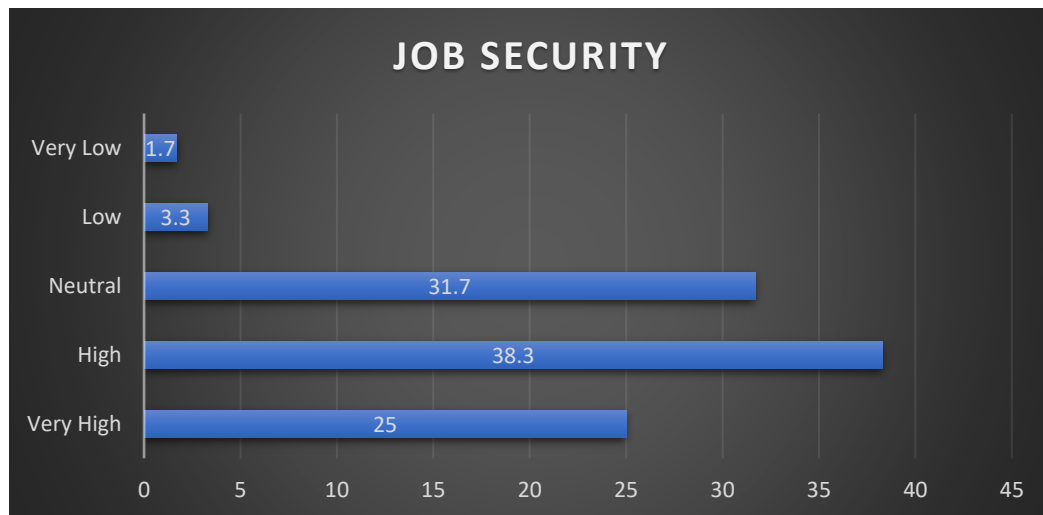
RELATIONSHIP BETWEEN EMPLOYEES & MANAGEMENT	NO. OF RESPONDENTS	PERCENTAGE
Yes	48	80
No	2	3.3
Maybe	10	16.7
TOTAL	60	100

Chart 1 Represents the Relationship between Employees and the Management**INTERPRETATION**

The data in Table 1 highlights how people feel about the relationship between employees and management. A significant majority around 80% expressed satisfaction with this relationship, indicating a generally positive work environment. On the other hand, 16% of respondents said they were not satisfied, suggesting there may be areas that still need improvement. A small portion, about 3.3%, were uncertain and responded with "Maybe".

Table 2 Represents the Level of Job Security of the respondents

LEVEL OF JOB SECURITY	NO. OF RESPONDENTS	PERCENTAGE
Very High	15	25
High	23	38.3
Neutral	19	31.7
Low	2	3.3
Very Low	1	1.7
TOTAL	60	100

Chart 2 Represents the Level of Job Security of the respondents**INTERPRETATION**

Based on the data presented in Table 2, we can observe how employees feel about their job security. A significant portion 38.3% reported being highly satisfied with the level of job security they experience. Meanwhile, 31.7% of respondents felt neutral, neither particularly satisfied nor dissatisfied. Interestingly, 25% expressed being very highly satisfied, indicating a strong sense of security in their roles. On the lower end of the spectrum, only a small fraction 3.3% said they felt low job security, and just 1.7% reported feeling very low job security.

Table 3 Represents the level of Respect and Recognition the respondents Receive

LEVEL OF RESPECT AND RECOGNITION	NO. OF RESPONDENTS	PERCENTAGE
Excellent	23	38.3
Good	25	41.7
Average	11	18.3
Poor	1	1.7
TOTAL	60	100

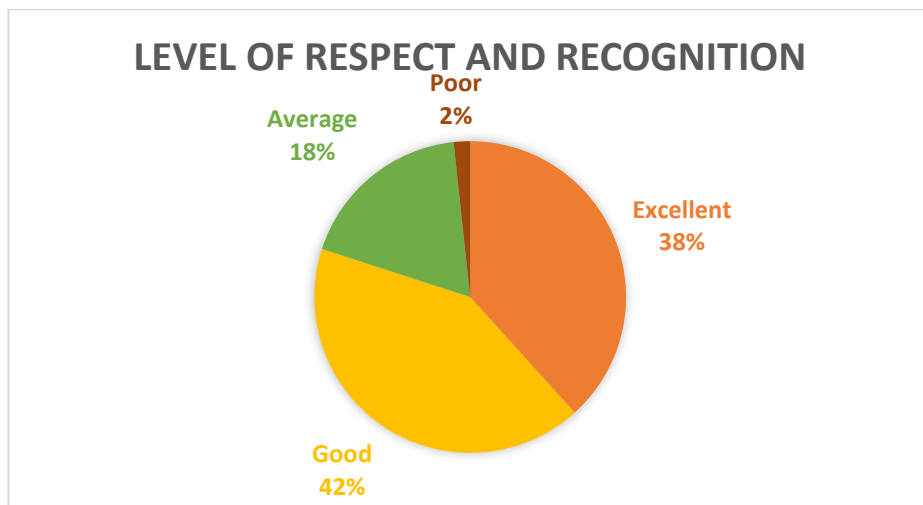
Chart 3 Represents the level of Respect and Recognition the respondents Receive**INTERPRETATION**

Table 3 highlights how employees feel about the respect and recognition they receive within the organization. According to the data, 41.7% of the respondents rated it as Good, while 38.3% felt it was Excellent. Additionally, 18.3% described it as Average, and only a small fraction 1.7% said it was Poor.

Table 4 Represents the Fair treatment in terms of Promotions and salary to the respondents**ANOVA**

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.059885	2	0.029943	0.418789922	0.65985	3.158843
Within Groups	4.075374	57	0.071498			
Total	4.135259	59				

INTERPRETATION

Since the p-value (0.6598) is greater than the alpha value (0.05), we fail to reject the null hypothesis. There is no statistically significant difference in the responses regarding fair treatment in terms of promotions and salary incentives.

Hence, It is fail to reject Null Hypothesis and the result is not significant.

SUMMARY OF FINDINGS

- A significant majority (75%) of the respondents are male.
- Over half (55%) earn a monthly income ranging between Rs. 21,000 to Rs. 30,000.
- All respondents (100%) are employed full-time.
- A considerable majority (70%) work on a rotational shift basis.
- More than half (55%) are satisfied with their current job role and responsibilities.
- Around 35% believe that the organization offers opportunities that aid in career advancement.
- An overwhelming 98.3% feel that open communication is encouraged within the organization.
- About 38.3% are highly satisfied with the level of job security provided.
- Half of the respondents (50%) rated the organization's safety and cleanliness standards as excellent.
- A strong majority (80%) are satisfied with the employee-management relationship.
- Half (50%) agree that they are motivated to perform their job efficiently.
- Most respondents (95%) consider their workload to be manageable.
- Around 41.7% rated the level of respect and recognition in the organization as excellent.
- A vast majority (88.3%) receive adequate rest breaks during their shifts.
- About 43.3% have access to health and wellness programs at work.
- 45% of the respondents indicated that certain organizational activities occur only sometimes.

Statistical Analysis Summary

- Statistical tests revealed **no significant associations**, affirming the Null Hypothesis across multiple variables.
-

SUGGESTION

The Organization has to concentrate on the welfare measures to the employees to make them feel secure.

For successful retention, every employee must be given flexible work timings and there should not be excessive stress given for any employees.

The Management has to improve the adequate items of the food which is one of the most important basic amenities and it helps to satisfy the employees.

Conduct more training sessions where the employee relaxation is improved.

Providing some monetary or non-monetary benefits will be more helpful in retaining the employees in the organization for longer period.

CONCLUSION

Employee satisfaction and quality of work life play a big role in how successful an organization can be. When people enjoy their jobs and feel good about their work environment, they tend to be more involved, motivated, and loyal to the company. This kind of positive energy often leads to better job performance, lower turnover rates, and a stronger reputation for the organization as a whole. Companies that make it a priority to support their employees' well-being are in a much better position to attract skilled talent and keep them. After all, people want to work in places where they feel valued, supported, and balanced. To make this happen, organizations need to really understand what affects job satisfaction and work-life quality. From there, they can create thoughtful strategies that meet the real needs of their employees. This might include offering chances for professional growth, building a positive and inclusive workplace culture, or helping employees maintain a healthy balance between their personal and professional lives.

DIRECTIONS FOR FUTURE RESEARCH

Future research should explore the growing presence of AI and automation also warrants investigation into how evolving job roles affect satisfaction levels. Furthermore, examining the effect of flexible work hours on achieving work-life balance is essential. Leadership style remains a critical factor, and its correlation with employee satisfaction deserves in-depth analysis. Additionally, research should evaluate how career development opportunities influence perceptions of work life quality, while recognizing the importance of cross-cultural differences in these perceptions. The role of workplace diversity and inclusion in fostering a satisfying work environment, as well as the long-term effects of employee wellness programs, should also be prioritized to guide organizations in developing more supportive and effective work cultures.

REFERENCE

1. Hackman, J. R., & Oldham, G. R. (1976). *Motivation through the design of work: Test of a theory*. Organizational Behavior and Human Performance, 16(2), 250–279.
2. Lawler, E. E. (1982). *Strategies for improving the quality of work life*. American Psychologist, 37(5), 486–493.
3. Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). *A new measure of quality of work life (QWL) based on need satisfaction and spillover theories*. Social Indicators Research, 55(3), 241–302.
4. Krishnan, R., & Singh, M. (2010). *Quality of work life and job satisfaction: An empirical study*. International Journal of Business and Management, 5(3), 75–82.

5. Baba, V. V., & Jamal, M. (1991). *Rethinking work and quality of work life: A Canadian perspective*. International Journal of Manpower, 12(6), 36–44.
6. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*. SAGE Publications.
7. Tabassum, A. (2012). *Interrelations between quality of work life dimensions and job satisfaction: A study on private sector bankers in Bangladesh*. European Journal of Business and Management, 4(2), 78–89.
8. Nanjundeswaraswamy, T. S., & Swamy, D. R. (2013). *Quality of work life of employees in private technical institutions*. International Journal for Quality Research, 7(3), 3–14.
9. Kanten, P., & Sadullah, O. (2012). *An empirical research on relationship quality of work life and work engagement*. Procedia - Social and Behavioral Sciences, 62, 360–366.
10. Cascio, W. F. (2003). *Managing human resources: Productivity, quality of work life, profits*. McGraw-Hill.
11. Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
12. Greenberg, J., & Baron, R. A. (2007). *Behavior in organizations* (9th ed.). Pearson Prentice Hall.
13. Davis, L. E., & Chems, A. B. (1975). *The quality of working life*. Free Press.
14. Mirvis, P. H., & Lawler, E. E. (1984). *Accounting for the quality of work life*. Journal of Occupational Behavior, 5(3), 197–212.
15. Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D. J. (2010). *Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand*. Journal of Business Research, 63(1), 20–26.
16. Gupta, M., & Sharma, P. (2011). *Factor credentials boosting quality of work life of BSNL employees in Jammu region*. Researchers World - Journal of Arts, Science & Commerce, 2(2), 100–108.
17. Rethinam, G. S., & Ismail, M. (2008). *Constructs of quality of work life: A perspective of information and technology professionals*. European Journal of Social Sciences, 7(1), 58–70.
18. Lewis, D. (2001). *The management of human resources: An introduction*. Thomson Learning.
19. Rose, R. C., Beh, L. S., Uli, J., & Idris, K. (2006). *Quality of work life: Implications of career dimensions*. Journal of Social Sciences, 2(2), 61–67.
20. Walton, R. E. (1973). *Quality of working life: What is it?* Sloan Management Review, 15(1), 11–21.
21. Hsu, M. H., & Chiu, C. M. (2004). *Predicting electronic service continuance with a decomposed theory of planned behaviour*. Behaviour & Information Technology, 23(5), 359–373.
22. Pathak, R. D., & Kumari, A. (2012). *The role of employee satisfaction in organizational performance: A study of Indian IT sector*. Conference on Excellence in Research and Education.
23. Sinha, C. (2012). *Factors affecting quality of work life: Empirical evidence from Indian organizations*. Australian Journal of Business and Management Research, 1(11), 31–40.
24. Kaur, S. (2016). *Quality of work life: A literature review*. International Journal of Multidisciplinary Research and Development, 3(1), 259–264.
25. Roy, K. (2020). *Quality of work life and employee satisfaction: An empirical study on Indian banking sector*. International Journal of Management Studies, 7(2), 15–22.