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A STUDY ON “QUALITY OF WORKLIFE AMONG THE EMPLOYEES TO YRAVAM PRODUCTS”, AT DHARMAPURI.

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Abstract

This research titled “A Study on Quality of Work Life among the Employees at Yravam Products, Dharmapuri” aims to assess the overall quality of work life (QWL) experienced by employees and identify key factors affecting their satisfaction, motivation, and performance. Yravam Products, a garment manufacturing firm, faces increasing operational demands, making employee well-being and workplace quality critical to sustained success. Quality of Work Life (QWL) refers to the overall quality of an employee’s working environment, encompassing aspects such as job satisfaction, work-life balance, workplace safety, compensation, employee engagement, and opportunities for professional growth. In today’s competitive and fast-paced industrial landscape, organizations are increasingly recognizing that the well-being and satisfaction of employees are directly linked to productivity, innovation, and long-term organizational success. The study employs a mixed-methods approach, combining quantitative (structured questionnaires using Likert scales) and qualitative (interviews and open-ended questions) data collection techniques. The sample consists of 107 employees across departments and job roles, selected through stratified random sampling to ensure representation. Key dimensions analyzed include job satisfaction, compensation and benefits, work-life balance, employee engagement, workplace safety, and management support. SPSS and Microsoft Excel were utilized for data processing and analysis. Tools such as descriptive statistics, Chi-square tests, and Garrett ranking technique were applied to evaluate relationships among variables and rank employee priorities.

Keywords: Quality of Work Life among the Employees, Skill Alignment, Employee Development, HR Integration.

INTRODUCTION

Quality of Work Life (QWL) refers to the overall quality of an employee’s working environment, encompassing aspects such as job satisfaction, work-life balance, workplace safety, compensation, employee engagement, and opportunities for professional growth. In today’s competitive and fast-paced industrial landscape, organizations are increasingly recognizing that the well-being and satisfaction of employees are directly linked to productivity, innovation, and long-term organizational success.

This study focuses on analyzing the quality of work life among the employees of Yravam Products, Dharmapuri, a company engaged in manufacturing and production. The aim is to

understand the key elements that influence employee satisfaction and performance within the organization. Given the increasing demands in the manufacturing sector, ensuring high QWL is essential for retaining skilled.

The QWL goes beyond mere salary and job security; it focuses on the holistic experience of employees in the workplace. A positive quality of work life enhances motivation, reduces turnover, minimizes absenteeism, and fosters a healthier organizational culture. Conversely, poor work life quality can lead to stress, burnout, and low morale, affecting both individual performance and organizational outcomes.

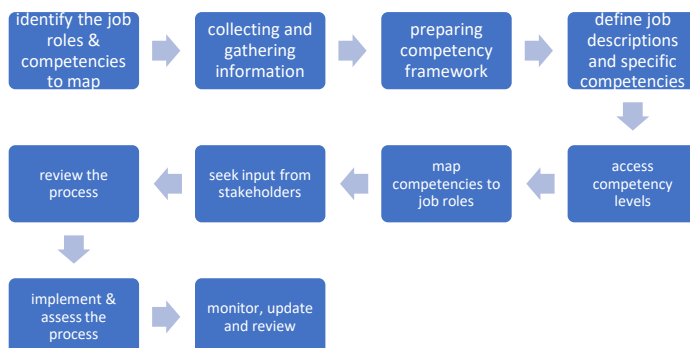
RESEARCH BACKGROUND

Yravam Products is a prominent player in the manufacturing sector, specializing in the production of high-quality industrial components. Established in 1995, the company has grown to operate multiple facilities across India, employing a diverse workforce. The company's commitment to innovation, quality, and employee welfare has positioned it as a leader in its industry.

In recent years, Yravam Products has recognized the importance of fostering a positive work environment to enhance employee satisfaction and productivity. As part of this initiative, the company has undertaken a comprehensive study to assess the Quality of Work Life (QWL) among its employees. This research aims to identify key factors influencing QWL and to develop strategies for improvement.

Studies have highlighted that a substantial number of employees in the Indian garment industry are dissatisfied with their current work life quality. Key factors influencing QWL include compensation and rewards, job security, grievance handling mechanisms, work environment, training and development opportunities, nature of the job, job satisfaction, available facilities, and interpersonal relationships within the workplace. Addressing these factors is essential for enhancing employee satisfaction and organizational performance.

WORK LIFE PROCESS



IDENTIFIED PROBLEM

In today's competitive and fast-paced industrial environment, employee well-being has become a critical factor influencing organizational success. While organizations like Yravam Products focus on achieving high productivity and maintaining operational efficiency, the human element—especially the quality of work life (QWL) – often receives limited strategic attention. Employees may experience challenges such as increased work pressure, insufficient work-life balance, lack of participation in decision-making, limited career growth opportunities, and inadequate recognition for their efforts.

At Yravam Products, although the organization has implemented standard HR practices, there appears to be a growing concern among employees regarding job satisfaction, stress levels, and motivation. Informal feedback and preliminary observations indicate a possible gap between

management expectations and employee experiences. If not addressed, these issues may lead to increased absenteeism, low morale, reduced productivity, and higher attrition rates.

OBJECTIVES OF THE STUDY

To assess the current level of Quality of Work Life (QWL).

To identify key factors influencing QWL.

To analyze employee perception regarding physical and emotional well-being at the workplace.

To examine the relationship between QWL and employee performance, motivation, and retention.

To identify areas of dissatisfaction and challenges faced by employees in their daily work life.

To provide suggestions and recommendations for improving QWL practices at Yravam Products.

REVIEW OF LITERATURE

Kumar & Sharma (2018)

Their research emphasized that the foundational aspects of QWL such as job security, safe working conditions, and equitable compensation remain critical for employee satisfaction, especially in manufacturing firms. They found that organizations investing in physical safety, ergonomic workspaces, and stable employment had significantly higher levels of employee commitment.

Pateletal(2019)

Patel and colleagues explored the relationship between work-life balance and employee performance. Their findings revealed that flexible work schedules, leave policies, and workload management significantly contributed to improved employee morale and reduced burnout. These dimensions were especially relevant in companies with high operational demands.

International Journal of Human Resource Studies & Menon (2020)

The journal highlighted the growing influence of psychosocial factors on QWL. Menon (2020) specifically discussed the importance of psychological safety, team collaboration, and recognition programs in improving employee engagement. The study noted that many companies still undervalue the emotional and social needs of workers, leading to job dissatisfaction.

Verma & Singh (2021)

In their study of QWL practices in medium-sized enterprises, Verma and Singh noted that while salary and benefits are essential, they are not sufficient alone. Career advancement opportunities, continuous learning, and a participative management style were found to significantly influence perceived quality of work life. The study suggested integrating training and development programs into daily work life.

Karthikeyan & Bose (2021)

These authors focused on the link between QWL and employee retention in industrial firms. They observed that companies that regularly surveyed employee satisfaction and took action on feedback reported lower attrition rates. Their findings emphasize the importance of transparent communication and employee involvement in decision-making.

Ali & Thomas (2022)

The study provided insights into gender-specific perspectives on QWL. Women employees, in particular, were found to prioritize flexible hours, childcare support, and respectful treatment at the workplace. This was particularly relevant for manufacturing setups, where traditional roles are more prevalent. They recommended gender-sensitive QWL initiatives.

Reddy & Nair (2022)

Reddy and Nair studied the impact of organizational culture on QWL. Their findings emphasized that a culture of openness, mutual respect, and innovation led to higher levels of employee engagement and job satisfaction. They also stressed that toxic work environments undermine even the best compensation and benefit structures.

Rajesh&Deepa(2023)

The integration of employee well-being programs into QWL frameworks was explored in this study. They identified that stress management workshops, health checkups, and recreational activities positively influence the mental and emotional well-being of employees, especially in labour-intensive industries.

Gowda&Fernandes (2024)

Their recent research introduced the concept of digital QWL, examining how technology use is shaping modern work experiences. While digitization improves accessibility and communication, the study warned against digital overload and the need for boundaries in a hyper-connected work environment.

Job Characteristics Theory (Hackman & Oldham, 1976)

This theory identifies five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—that influence three critical psychological states, leading to improved work outcomes such as motivation, satisfaction, and performance.

Motivator-Hygiene Theory (Herzberg et al.)

Differentiates between motivators (intrinsic factors like recognition and achievement) that enhance job satisfaction and hygiene factors (extrinsic elements like salary and work conditions) that prevent dissatisfaction.

Sociotechnical Systems Theory

Emphasizes the interrelation between social and technical aspects of an organization, suggesting that optimal performance is achieved when both systems are jointly optimized.

Quality of Working Life (QWL) Models

Various models have been proposed to assess QWL, focusing on factors like job security, compensation, work-life balance, and opportunities for growth.

Impact of Hybrid Work Models

A study involving 1,026 UK workers found that hybrid working arrangements led to increased happiness, better health, and higher productivity, with 75% reporting reduced stress levels.

Role of Career Development

Research indicates that organizations prioritizing employee career development experience higher engagement and retention rates, as employees feel a greater sense of purpose and progression.

Influence of Workplace Technology

While certain technologies enhance communication, excessive use of AI and surveillance tools can negatively impact employees' quality of life, leading to increased stress and job insecurity.

Employee Happiness and Organizational Performance

Studies show that employee happiness, driven by factors like flexibility, mental health support, and fair compensation, is crucial for competitive advantage and productivity.

Burnout as a Moderator

Research highlights that burnout significantly moderates the relationship between QWL and productivity, with high burnout levels diminishing the positive effects of QWL initiatives.

Compensation and Rewards

Fair compensation and recognition are strongly correlated with higher job satisfaction and improved QWL, emphasizing the need for equitable remuneration practices.

Importance of Workplace Facilities

Adequate facilities, including amenities like cafeterias and relaxation areas, contribute to employee well-being and enhance QWL by fulfilling physical and emotional needs.

RESEARCH GAP

While there has been significant research on the concept of Quality of Work Life (QWL) over the years, many studies have primarily focused on traditional work settings and industries. The rapid

changes in the work environment, particularly due to technological advancements, remote work trends, and organizational culture shifts, have created new challenges and opportunities for improving QWL. Thus, the research on how modern organizational practices, including flexible work arrangements, digital tools, and evolving leadership styles, impact QWL is still limited.

The existing body of literature predominantly highlights the factors contributing to employee satisfaction, such as work-life balance, leadership, compensation, and organizational culture. However, there is a noticeable gap in exploring the interplay between these factors in modern organizations, especially in industries transitioning to digital transformation.

While many studies have focused on individual aspects like employee engagement, wellbeing, or remote work, there is a lack of comprehensive research that integrates all these elements under a unified framework of QWL.

Additionally, most studies have been conducted in large multinational corporations or specific sectors such as IT and manufacturing. There is a research gap in exploring QWL in industries with different workforce demographics and more localized contexts, such as small to medium-sized enterprises (SMEs) or traditional industries. In particular, the automobile industry, represented by companies like Yravam Products, remains underexplored when it comes to the impact of QWL initiatives on employee satisfaction and organizational productivity.

Despite the growing body of literature on Quality of Work Life (QWL), there remains a notable gap in industry-specific and regional studies, particularly within the dairy and FMCG manufacturing sectors such as Yravam Products – Badham Milk Division. Most existing research predominantly focuses on IT, education, and healthcare sectors, leaving manufacturing, especially small and medium-scale industries, underexplored. Furthermore, while general aspects like compensation and work-life balance are frequently studied, specific components such as employee participation in decision-making, availability of career advancement programs, and the psychological well-being of factory workers receive limited attention.

Moreover, while employee benefits and organizational culture are frequently studied, the role of leadership styles in shaping QWL is often underrepresented in the literature, especially in industries facing rapid change and innovation. There is also limited research into how employee compensation packages, including non-monetary benefits, affect the QWL, particularly in organizations that are undergoing significant restructuring or adapting to new economic environments.

Lastly, while studies have pointed out the importance of mental health and wellness programs in improving QWL, there is still a gap in research on how these initiatives translate into long-term organizational success. Many existing studies offer theoretical frameworks but fall short of providing practical recommendations for implementation in specific industries or organizations.

RESEARCH METHODOLOGY

This chapter outlines the research methodology adopted for the study titled "**A Study on Quality of Work Life Among the Employees in Yravam Products.**" The primary objective is to assess the overall quality of work life (QWL) experienced by employees and to identify the factors influencing their satisfaction, well-being, and performance.

To achieve these objectives, a systematic methodology comprising both **quantitative and qualitative approaches** was adopted. This research involves collecting primary data directly from employees through structured questionnaires and interviews, and analyzing secondary data from company documents and relevant literature. The focus is on evaluating aspects such as work environment, compensation, job security, career development, work-life balance, and interpersonal

relationships.

TYPE OF PROJECT

This project is a descriptive and empirical study, focusing on the "Quality of Work Life (QWL) among employees" at Yravam Products, Dharmapuri. It is designed to assess employee satisfaction, work environment, and overall well-being at the workplace. The study uses structured surveys and data analysis to understand perceptions and experiences, aiming to provide actionable insights to improve employee engagement and productivity.

TARGET RESPONDENTS

The target population for this study includes employees from all departments and job levels at Yravam Products. The respondents are classified as:

Production Staff: Operational-level employees who experience the physical and organizational work environment first-hand.

- **Administrative and Support Staff:** Personnel involved in day-to-day operations and support services.
- **Supervisors and Line Managers:** Mid-level management who handle both execution and team welfare.
- **HR Department Personnel:** Professionals directly involved in implementing work-life initiatives and employee welfare programs.

ASSUMPTION, CONSTRAINTS AND LIMITATIONS OF THE STUDY

ASSUMPTION

1. All respondents will provide **honest and unbiased feedback**.
2. The organization has existing **HR policies and QWL programs** in place.
3. Respondents have a **basic understanding of work-life quality** and its importance.
4. Company management supports **research participation** and information sharing.
5. The workforce is **representative** of typical employees in similar industries.

CONSTRAINTS

1. **Time Constraint:** The research is limited to a fixed academic timeline.
2. **Access to Internal Policies:** Some internal documents or policies may be confidential.
3. **Response Rate:** Employees may be reluctant or too busy to complete surveys/interviews.
4. **Geographical Limitation:** The study focuses solely on Yravam Products.
5. **Technological Limitations:** Limited access to employee management or HRIS systems.
6. **Language or Educational Barrier:** Some workers may need help understanding survey items.

LIMITATION OF THE STUDY

Limited Sample Size: The findings are based on a limited number of respondents, which may not fully represent the entire employee population.

Time Constraints: Due to a restricted project timeline, extensive data collection and follow-up interviews were not possible.

Geographical Scope: The study is confined to Yravam Products in Dharmapuri, so results may not be generalizable to other locations or industries.

Respondent Bias: Responses may be influenced by personal perceptions or reluctance to share negative feedback, affecting accuracy.

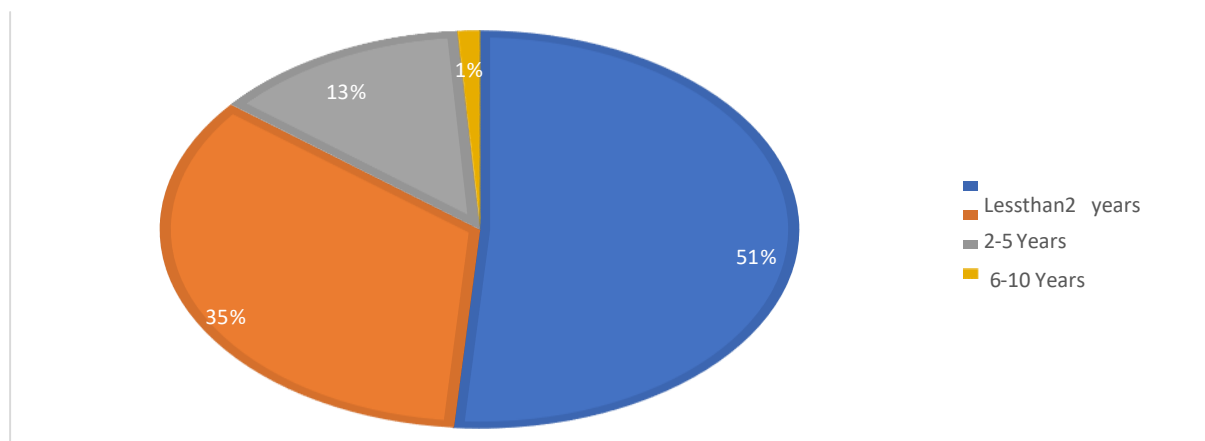
Availability of Data: Some secondary data and organizational details were not accessible due to confidentiality policies.

DATA ANALYSIS AND INTERPRETATION

Table 1 DISTRIBUTION OF SAMPLES ACCORDING TO YEARS OF EXPERIENCE

S.NO	YEARS OF EXPERIENCE	NO. OF RESPONDENCE	PERCENTAGE
1	Less than 2 years	55	51%
2	2-5 years	37	35%
3	6-10 Years	14	13%
4	More than 10 Years	1	1%
	Total	107	100%

DISTRIBUTION OF SAMPLES ACCORDING TO YEARS OF EXPERIENCE

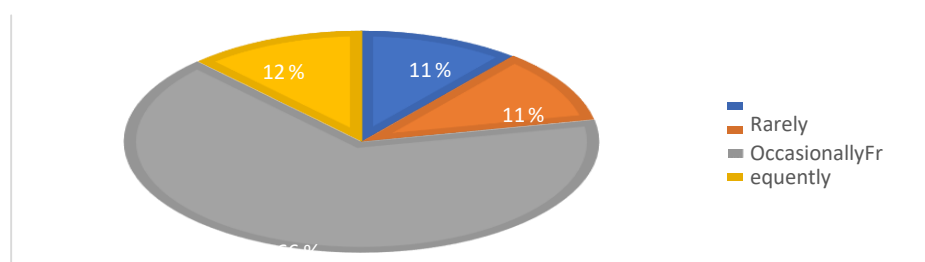


INTERPRETATION:

Table 4.1.6 shows the distribution of respondents based on their years of experience. The majority have less than 2 years of experience (51%), followed by those with 2-5 years (35%). Smaller percentages have 6-10 years (13%), while only 1% have more than 10 years of experience. This indicates that most respondents are relatively new to their profession.

Table 2. DISTRIBUTION OF SAMPLES ACCORDING TO WORK OVERTIME

S.NO	WORKLOAD	NO. OF RESPONDENCE	PERCENTAGE
1	Rarely	41	11%
2	Occasionally	8	11%
3	Frequently	49	66%
4	Almost always	9	12%
	Total	107	100%

DISTRIBUTION OF SAMPLES ACCORDING TO WORK OVERTIME**INTERPRETATION:**

shows the distribution of respondents based on their workload frequency. The majority (66%) experience a frequent workload, while 12% report that they almost always have a high workload. A smaller percentage (11%) rarely experience a heavy workload, and another 11% occasionally encounter it. This indicates that most respondents have a consistently high workload, with only a small portion experiencing a lighter workload.

INTERPRETATION:

The above table shows respondents' opinions on whether competency mapping helps improve organizational efficiency. 31.82% of respondents strongly agree, and 28.18% agree, indicating a positive perception of competency mapping's impact on organizational efficiency.

24.55% of respondents remain neutral, while 11.82% disagree, and 3.64% strongly disagree, suggesting some skepticism among a smaller portion of the respondents.

CHI-SQUARE TEST

ANALYSIS 1:

To test their Relationship between Age and work time.

HYPOTHESIS:

H₀: There is no significant association between age and work shifts.

H₁: There is a significant association between age and work shifts.

PARTICULARS	CHI-SQUARE VALUE	DEGREE OF FREEDOM	P-VALUE
Chi-Square	14.833	8	.062

Sources: Collected through questionnaires(Primary data)

INTREPRETATION:

From the above table, the p-value 0.062 is greater than the level of significance 0.050. Therefore, the null hypothesis is accepted. This indicates that there is no significant association between age and work shifts.

SUMMARY OF FINDINGS

1. A majority of respondents (30.91%) reported being highly satisfied with their physical work environment, indicating a generally positive workplace setup. The study conducted at Yravam Products – Badham Milk Division revealed several important insights into the quality of work life experienced by employees. It was observed that while employees were generally satisfied with job stability and the supportive work culture among peers, there was a noticeable lack of job enrichment and recognition. Most employees reported that their roles did not offer enough opportunities for personal or professional growth, leading to a sense of stagnation. In terms of work-life balance, a significant number of employees expressed dissatisfaction due to extended work hours, inadequate rest periods, and inflexible shift schedules, which made it challenging to manage personal responsibilities effectively.

2. Furthermore, training and career development initiatives appeared limited, and employees indicated a lack of access to skill enhancement programs or promotional opportunities. While team collaboration was strong, communication between management and staff was perceived as weak, with limited employee involvement in decision-making processes. Feedback mechanisms were inconsistent, leaving many workers feeling unheard. Mental and emotional well-being was another area of concern, with several employees citing stress during high-demand periods and the absence of counselling or support systems. Overall, the findings suggest that while Yravam Products maintains a baseline of employee safety and job security, there is significant room for improvement in the areas of recognition, work-life balance, compensation, career development, and employee engagement to enhance the overall quality of work life.

SUGGESTIONS

Based on the findings of the study, it is evident that while Based on the insights from this study, the following measures are recommended to improve the quality of work among employees:

1. Enhance Salary Transparency and Communication

Provide clear communication on pay structure, deductions, bonuses, and allowances to foster trust and reduce dissatisfaction.

2. Promote Work-Life Balance

Implement flexible working hours, leave policies, and stress management programs to reduce employee fatigue and enhance personal well-being.

3. Introduce Awareness Campaigns for Engagement Programs

Increase participation by informing employees about available programs and their benefits through orientation sessions and internal communications.

4. Improve Shift Scheduling

Optimize shift patterns to ensure fairness and reduce fatigue from frequent overtime, especially for younger and less experienced employees.

5. Upgrade Workplace Safety and Comfort

Ensure employees feel physically safe and emotionally supported, especially in production or operational areas.

6. Regular Feedback Collection and Grievance Redressal

Set up anonymous feedback systems and transparent grievance mechanisms to address concerns that affect work quality.

CONCLUSION

The quality of work directly influences employee productivity, satisfaction, and organizational performance. This study underscores the need for a holistic approach that considers both tangible factors like compensation and working hours and intangible aspects such as engagement, safety, and communication. YRAVAM PRODUCTS, while employees generally find their workload manageable, deeper issues related to engagement, shift stress, and compensation transparency persist. Addressing these concerns through structured policies and a people-centric approach can lead to substantial improvements in work quality and organizational culture.

DIRECTIONS FOR FUTURE RESEARCH

This study lays the foundation for understanding To further explore and enhance the quality of work in organizational settings, the following research avenues are recommended:

1. Comparative Analysis Across Industries

Compare quality of work perceptions in sectors like manufacturing, IT, retail, and healthcare to identify industry-specific challenges and best practices.

2. Longitudinal Studies

Conduct long-term studies to track how QWL initiatives impact employee satisfaction, retention, and performance over time.

3. Impact of Remote and Hybrid Work Models

Explore how work-from-home or hybrid arrangements influence QWL, especially postpandemic, in various organizational roles.

4. Role of Leadership and Managerial Style

Investigate how different leadership styles (transformational, transactional, democratic) influence employee perceptions of QWL.

5. Gender and Diversity-Based Analysis

Examine how QWL varies among different genders, age groups, and minority categories to promote inclusivity and fairness.

6. Technology and Automation Impact

Study how the adoption of workplace technologies or automation affects job satisfaction, stress, and skill development.

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