

Employee Satisfaction and Quality of Work Life among Employees of Manufacturing Companies in India

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Abstract: The scenario for work-life balance has become more complex due to the growing challenges of both the personal and professional spheres of life. In today's business, employee engagement and retention have become crucial components. Therefore, organisations should create rules that better manage any work-related stress, tensions, or conflict that arises at the workplace in order to preserve a balance between personal and professional life. A conceptual framework has been constructed to illustrate the cause of the work-life imbalance, and the study is based on a literature review and secondary data gathered from carefully chosen articles that have been examined. This study looks into what influences work-life balance and what the difficulties are in the manufacturing industry. It was proposed that employers should take into account work-life balance programmes based on the policies, benefits, and services they develop. Furthermore, policies and strategies need to be designed so that they can change how employees view their employers and encourage them to stay with the company for a longer period of time. It gives academics, policymakers, and other researchers in this subject a path for the future.

Keywords- *Work life balance, Job Satisfaction, Employee Retention, Job stress, Role overload, Role interference, Manufacturing etc.*

I. INTRODUCTION

The amount of time allotted to a worker to balance his or her obligations to his or her family and job is known as the work-life balance. An individual is supposed to maintain equilibrium between the two quite distinct responsibilities. Any imbalance in either of these positions causes a number of problems that interfere with a person's personal and professional lives. Work-life harmony leads to a happy, healthy, and successful life, while work-life imbalance causes poorer productivity, subpar performance at work, extreme stress, and occasionally even burnout. A healthy and ideal balance between work and family improves employee performance, keeps them engaged, and keeps them stress-free, which lowers the cost to the organisation.

WORK LIFE BALANCE IN MANUFACTURING SECTOR

In a manufacturing industry where the work process is rigorous and monotonous, a constant effort has been made to improve the quality of work life ever since the industrial revolution. The Labor union in the 1930's and 1940's brought about a radical change in the working conditions and work environment through collective bargaining in this sector. According to IBEF (2018) "India has become one of the most attractive destinations for investments in the Manufacturing sector". This indicates it provides employment opportunities to lakhs of people.

Factors Affecting Quality of Work Life

key factors affect the quality of work life. These factors are:

Fair and reasonable pay compared to others doing similar work.
Concern over losing one's job in the next months and years.
Sexual harassment or discrimination at the workplace.
Interesting and satisfying work.
Trust in senior management.
People at the workplace wish to get on together.
Recognition of efforts by intermediate manager/supervisor
Career prospects
Amount of control over the way in which work is done.
Health and safety standards at work.
Balance between the time spent at work and the time spent with family and friends.
Intermediate manager/supervisor's treatment of staff.
Amount of work to be done.
Level of stress experienced at work.

A happy and healthy employee will give better productivity, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

However, jobs in the manufacturing sector are less creative and challenging in nature, the jobs are simple and do not require involvement of high mental efforts. This industry faces problems like weak enforcement of rules and regulations, absence of corporate cultures. Such problems lead to employee dissatisfaction affecting the work life balance of the employees.

OBJECTIVES OF THE STUDY:

- To investigate the key factors influencing work life balance in the manufacturing sector.
- To find out the challenges faced by Manufacturing sector while managing Work Life Balance.
- To suggest measures to refrain from the challenges faced in this sector.

II. REVIEW OF LITERATURE

According to C. Karpagham and R. Magesh (2022) their study has been done to investigate the work life balance of the employees employed in the Organized Manufacturing Sector and it was found out that employees were affected by the working hours the most.

According to Idris Ganiyu, Ziska Fields and Sulaiman Atiku (2021) the work life balance strategies act as a mediator between the factors acting as work stressors and the performance of the manufacturing firms. They recommend the strategies related to work life balance need to be redesigned in order to reduce the negative effect of stress on the performance of the organization.

According to A. Panda and C.K Sahoo (2017) their main aim of the study was to examine the relationship between the HR interventions and the work life balance practices and also its impact on the professionals working in the IT industry. It was found that interventions like training and development and communication have the highest impact which helps in developing the interpersonal skills and confidence among them. These HR Interventions will help in retaining the talent and enhance motivation and satisfaction level of the employees.

S.Guru Vignesh (2017) makes an attempt to investigate the factors responsible for work life imbalance in IT sector and noted that long working hours, less time spent with family and friends, travelling time taken to reach their workplace, health ailments caused due to more stress at work, frequent travel away from home are some of the factors contributing to it. He suggested flexible work schedule policy should be introduced for the employees, improvements in the work environments should be made like gymming, exercise sessions, recreational activities like games must be introduced, training programs and workshops must be conducted to reduce stress at work.

A study conducted by A.Pandu (2017) states that among the four variables chosen like work to family conflict, family to work conflict, moral sensitivity about the job and work environment, his main objective was to identify which of the above mentioned variables induce work life balance of married women employed in the IT sector and education sector. It was concluded from the study that feeling at work is a highly affecting factor of work life balance which can be enhanced through an employee's emotional intelligence. It can be done by conducting time to tests in order to enhance an individual's capability, by assigning more challenging tasks and removing the boredom ones etc.

Ashwini J and Aparna J (2016) study made an attempt to find the factors affecting Quality of Work Life in Manufacturing sector and how the employees perceive it. They found out that in this sector employees give more importance to Job Satisfaction hence employees should be given more variety of work to increase the level of satisfaction. This would thereby help in reducing turnover rate, absenteeism, negative feelings about the job etc. Training should be provided to the employees so that they not only develop their skill set but also improve their confidence level to think creatively and make decisions pertaining to their job role.

According to V.Chandra (2012) their study was made to strike a comparison between eastern and western perspectives on work life balance practices. Change in demographics, family-friendly workplaces lead to work life balance. "one size fits all strategy" may not fit or cater to individual and organization needs.

III. CHALLENGES FACED BY MANUFACTURING SECTOR WHILE MANAGING WORK LIFE BALANCE

Work life balance can be explained as a feeling of content for proper functioning at work and at home with minimum role conflict and interference. The perspective of an employee with regard to the quality of work life considers four major factors i.e. Good working conditions and supportive management, individual growth and job autonomy, nature of the job with ample opportunities and better relations with the supervisor, co-workers etc. Here nature of the job can be understood as, the job should be challenging and feedback must be given periodically and rewards should be linked with goals.

Employee retention is a major challenge in the manufacturing sector as employees tend to leave the organization whenever they are dissatisfied with their nature of the job, working conditions, poor pay and other facilities etc. Working couples need to take care of their children as well as family keeping balance in their work. The work involved in the manufacturing sector is very monotonous or repetitive in nature and they lack innovation and creativity. Secondly due to very high interference of government regulations and lack of control mechanism it creates a sense of dissatisfaction among the employees.

Job Rotation should be introduced which would help in increasing the production efficiency as well as reduce the labor cost. Moreover, inequity in pay is also one of the challenges which leave the employees dissatisfied. As every workplace is different it is also a challenge to manage the multi-generational workforce in different organizations. Organizations also face challenges while developing the motivation and reward strategies with the different categories of workforce.

IV. RESEARCH METHODOLOGY

Research Design: "A research design is the arrangement of conditions for collection and analysis data in a manner that aims to combine relevance to the researcher purpose with economy in procedure".

Research Type

In this study **Descriptive Research** has been used which involves surveys and fact-findings of different kinds. The major purpose of descriptive research is the description of the state of affairs, as it exists at present. The main characteristics of this method are that the researcher has no control over the variable he can only report what has happened or what is happening.

Sampling Design/Method

The sampling method adopted was **Judgmental Sampling** technique.

Tools Used for Analysis:

Chi-square Method, Correlation Analysis

CHI Square Analysis:

NULL Hypothesis:

Ho: There exists no association between Satisfactory Performance Appraisal and Job Satisfaction.

Alternative Hypothesis:

H₁: There exists an association between Satisfactory Performance Appraisal and Job Satisfaction.

Data Analysis and Interpretation:

1. Qualification of the respondents

Table no. 1 The Table showing qualification of the respondents

Particulars	Post-Graduation	Graduation	Under Graduation	Others
Qualification of the respondents	14	65	6	15

Source: Compiled from the field data

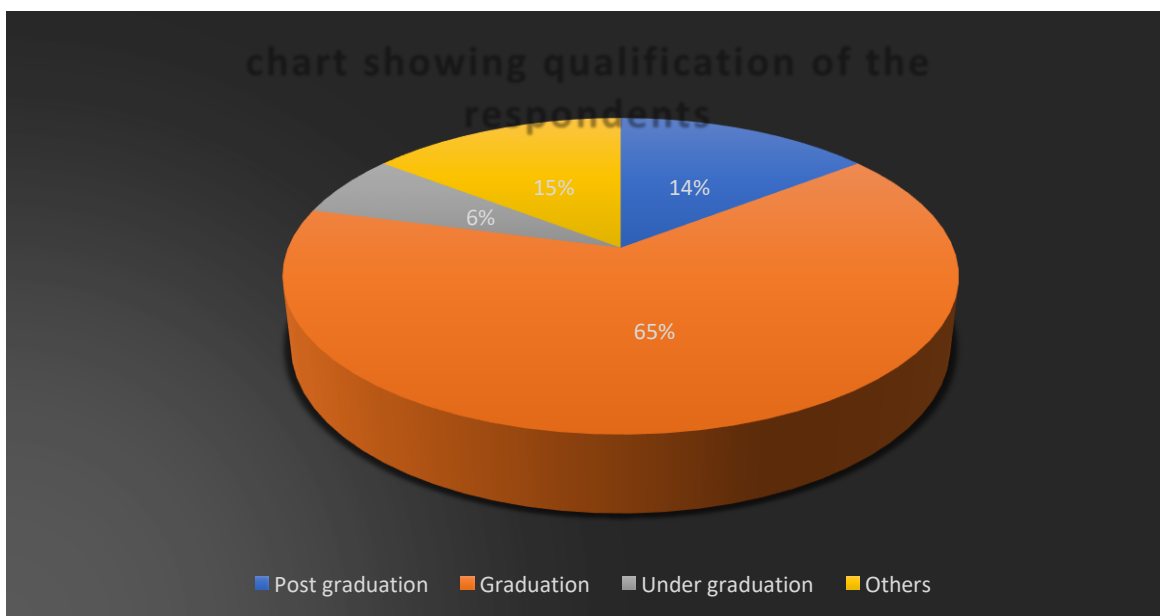


Fig 1 Qualification

Interpretation

The above chart shows about the qualification of the respondents and the Quality of work life balance who have 14% of the post graduates, 65% of the graduates, 6% of under graduates and 15% of others.

2. Age group

Table no. 2 Table showing age group of Respondents

Particular	18 - 25	26 – 35	36 – 45	46 & above
Age group	20	70	8	2

Source: Compiled from the field data

Interpretation

The above table and chart shows that the age of the respondents who shows interest in quality of work life balance the analysis states that the 20% of people in the age of 18-25, 70% of people in the age 26-35, 8% of the respondents are 36-45 and the 2% of people are above the 45 are showing.

3. Occupation

Table no. 3 Table Showing Occupation

Particulars	Business	Private employee	Government employee	Student	Others
Occupation	40	22	33	02	03

Source: Compiled from the field data

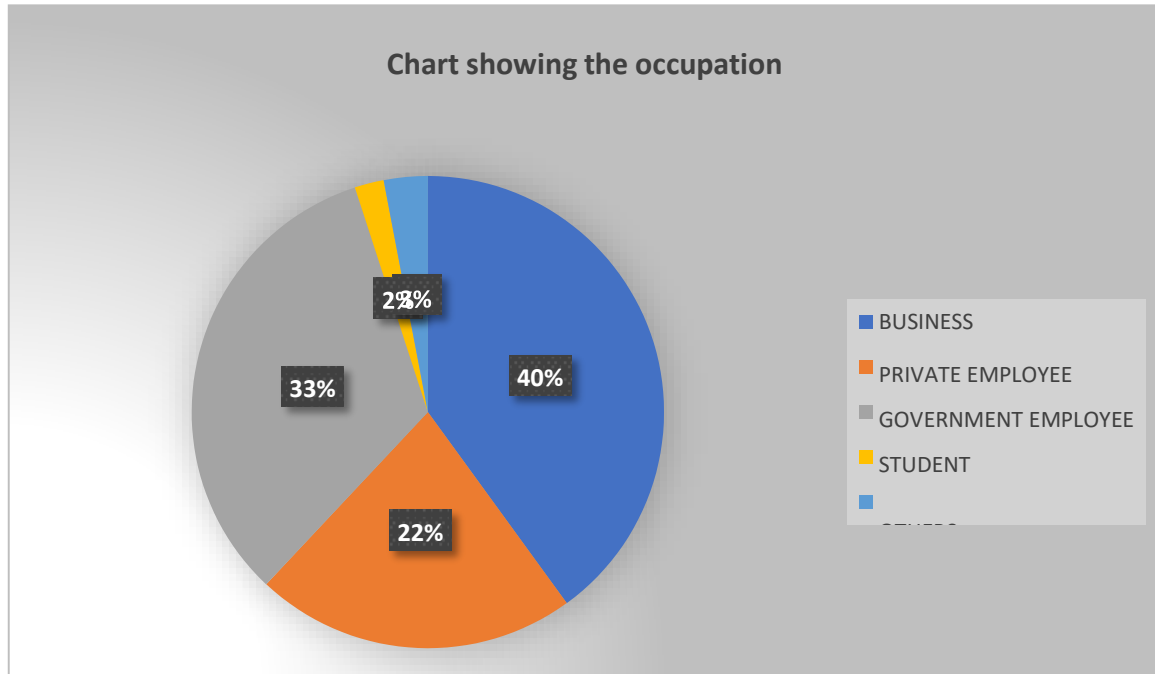


Fig 2 Occupation

Interpretation

The above table and chart states that the occupation of consumers who are having or going to have the quality of work life balance and the analysis shows that 40% of business people, 22% of private employee, 33% of government employee, 2% of students and 3% of others are having the mobile marketing consumer.

Table 5: quality of work life balance: Mean and Standard Deviation Values of the Study Variables

Study Variable	Mean	Standard Deviation
Employee Attitude	3.86	0.792
Health Consciousness	3.88	0.794
Perceived Price	3.91	0.793
Perceived Availability	3.89	0.795
Labelling	3.92	0.797
Knowledge Levels	3.94	0.791
Subjective Norms	3.96	0.798
Environmental Concerns	3.93	0.799
Purchase Intention	3.95	0.796

Source: Compiled from the field data

Quality of work life balance, On the basis of the above results, the mean values show that on average, the respondents were agreeing with the statements, as all of them are above "Neutral". The response distribution of all the variables was deemed to be consistent because it was below 1 for each construct.

Employee satisfaction and Quality of Work Life: Correlation

		Superior Support	Satisfied with Job
Superior Support	Pearson Correlation	1	.090

	Sig. (2-tailed)		.306
	N	132	132
Satisfied with Job	Pearson Correlation	.090	1
	Sig. (2-tailed)	.306	
	N	132	132

From the above table, it is inferred that there exists a **positive correlation** between Superior Support and Job Satisfaction of the employee.

This means that if the superior guides, supports and motivates an employee to achieve work responsibilities and cares for the career advancement of the individual, it enhances satisfaction of the employee with job.

FINDINGS AND DISCUSSION

Since it is common knowledge that the work in the manufacturing industry is demanding and time-consuming, role overload and role interference are the primary causes of an unbalanced work-life schedule. When an employee is given more than one role inside an organisation, this is referred to as role overload. Role overload results from situations when two roles conflict or overlap. Workplace conflict and stress are caused by employees having to complete a lot of work in a short amount of time. On the other hand, role interference refers to an inability to maintain a balance between conflicting work demands, which can cause work to family interference (WTF) or family to work interference (FTW), in which the needs of the family interfere with work.

Although many organisations have adopted conventions and policies for the benefit of their employees because of the idea of work-life balance, many of these policies are only in writing. They lack any experience, and frequently HR PR practitioners are unsure of their own policies and standards as well as the advantages and services that should be offered as part of a perfect work-life balance programme.

Organisations that demonstrate concern for their employees' issues with work-life balance might improve and stabilize their view of the company. Organisational Citizenship Behaviour (OCB) is the word used to describe the notion, which results in the employee making a voluntary commitment to the organisation.

Programmes for work-life balance should be divided into three areas by employers: policies, benefits, and services. Policies should address both formal and informal flexible schedules and leave for employees. Benefits should cover things like remuneration in various forms, promotions, insurance against wage loss, medical costs, etc. Child care facilities, work pick-up and drop-off vans, counselling, concierge services, etc. are among the services offered. It is necessary to implement wellness initiatives that would be centre on improving employee health by improving the standard of their working conditions.

The quality of life at work in manufacturing sectors is improved by this study. The staff feels that their superiors should stimulate them regarding their workload. Employee job satisfaction is increased as a result. Management assistance is necessary for employees to grow in their careers. Better performance reviews are required for employees in order to motivate them to reach their objectives.

SUGGESTIONS

1. The human being at the workplace needs to be given more weight than the equipment.
2. It is advised that the business instruct staff members on how to use safety equipment.
3. The corporation is advised to make the workplace more flexible for the employees.
4. Having a more user-friendly performance appraisal system will increase employees' job satisfaction.
5. The company can distribute work loads based on a rigorous time analysis, ensuring that the operators are happy with their workload.
6. Operator salaries need to be revised to reflect an incentive tied to output.
7. Fostering a welcoming climate at work so that employees' concerns and suggestions can be addressed for a better working environment.
8. It is urged to the company that it educate employees about the dangers of overexerting themselves at work because it could result in health issues.

CONCLUSION

Overall, manufacturing industries have highly effective and efficient work environments, and their employees are happy with their employers. The study above provides assurance of this, and if the recommendations are implemented properly, the organisation can continue to be successful in the future.

Numerous analysts believe that in the future, managers will be forced to alter their fundamental philosophies due to the lack of resources. These predictions demand that the focus of the new ideology be on "Quality of work life." This prediction is likely to come true, at least to the extent that managers in the future will need to exercise greater caution when deciding how to allocate scarce resources.

Work-life balance is a factor to consider while determining job happiness. It aids in realising that the two most significant components of life—work and life—need to be balanced through a variety of tactical HR measures. Employees who balance their personal and work life often perform below par. Therefore, in order to achieve the organization's goals and contribute to the

organisation, it is important for the employees to strike a balance. Role prioritisation, role sequencing, and job switching help prevent role overload and role interference. Work life balance policies should be geared towards the needs of the employees in order to increase motivation and foster a family-friendly environment at work.

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