

A Study on Quality of Work Life of Employees

Sukesh M

Student, MBA, Manakula Vinayagar Institute of Technology, Puducherry.

Abstract:

The present study titled “A Study on Quality of Work Life of Employees” focuses on understanding the overall well-being, job satisfaction, and work– life balance of employees within the organization. Quality of Work Life (QWL) has become a crucial aspect in today’s competitive business environment, as organizations increasingly recognize that employee satisfaction and organizational success are closely interlinked.

This study aims to identify the key factors that influence QWL, such as working conditions, compensation, job security, career development, participation in decision-making, and interpersonal relationships. It also explores how these factors contribute to motivation, commitment, and productivity. Data for the study were collected from employees through a structured questionnaire, and the results were analyzed using suitable statistical tools to draw meaningful conclusions.

The findings of the study reveal that while the organization provides a supportive work environment and fair compensation structure, there are still opportunities for improvement in career growth and stress management. The study concludes with practical recommendations that can help the organization enhance employee engagement, job satisfaction, and retention levels. By improving the overall Quality of Work Life, the organization can strengthen its workforce morale and maintain a sustainable competitive advantage in the long run.

Keywords: Quality of Work Life, work– life balance, compensation, productivity, employee engagement, job satisfaction.

INTRODUCTION

“Quality of work life is a generic phrase that covers a person’s feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person’s life.” - Robert H. Guest

“Quality of work life is the degree to which members of a particular organization are able to satisfy important personal needs through their experiences in the organization.” - J. Lloyd Suttle

The quality of work life is an important part of every employee’s professional journey. It goes beyond just salary and benefits and looks at how employees feel about their workplace, the balance they maintain between work and personal life, and the opportunities they get to grow. When employees experience a good quality of work life, they are more motivated, engaged, and loyal to the organization. On the other hand, if the work environment is stressful or unbalanced, it can lead to dissatisfaction and reduced productivity.

Over the years, the organization has introduced many initiatives to improve the work environment, such as training programs, welfare measures, and career development opportunities. Still, like in any growing company, employees may face challenges such as tight deadlines, project pressures, or the need to

balance work and personal commitments. Understanding how employees feel about their work life at the organization helps to highlight both the strengths of the company and the areas where more support may be needed.

This project focuses on studying the quality of work life of the employees. It looks into factors such as work-life balance, compensation, career growth, and relationships at the workplace. The aim is to identify how satisfied employees are with these aspects and suggest ways to improve where required. By doing so, the study hopes to provide insights that can help the organization continue to create a positive and supportive work culture while also ensuring that employees feel valued, motivated, and ready to contribute to the company's success.

Benefits of Having Quality of Work Life

Employees feel valued and satisfied in a supportive work environment, which significantly improves their overall engagement at work. As a result, turnover and absenteeism decrease because employees are less likely to leave an organization that recognizes and supports them. Higher motivation leads to increased productivity, as employees contribute more effectively toward achieving organizational goals. A positive organizational culture also fosters creativity and innovation, enhancing problem-solving and overall performance. Over time, this strong and healthy work culture builds a positive organizational reputation, helping attract and retain top talent.

Drawbacks of Not Having Quality of Work Life

Low employee morale often leads individuals to perform only at the bare minimum level. High turnover adds extra costs for the organization, as it must continuously invest in hiring, training, and retaining new employees. Increased stress and burnout contribute to health problems and frequent absenteeism. Over time, employees may lose trust in the organization and reduce their active involvement at work. This negative environment can damage the company's reputation, making it difficult to attract skilled and talented professionals.

OBJECTIVES OF THE STUDY

- To study the work-life balance of the employees.
- To measure the satisfaction level of employees on the compensations offered by the company.

NEED FOR THE STUDY

The need for this study arises from the growing importance of understanding how employees manage their well-being, particularly in balancing work and personal life. As workplace demands increase, it becomes essential to assess whether employees feel supported in maintaining a healthy work-life equilibrium. Exploring the quality of work life reveals its impact on employee performance and organizational efficiency. A positive work environment where personal lives are respected leads to higher motivation, productivity, and commitment. The study also seeks to identify common challenges employees face, such as lack of flexibility or blurred work-home boundaries, which can hinder balance. Recognizing these issues helps organizations develop better support systems. Most importantly, the insights from this research can guide the creation of effective HR policies that address employee needs, reduce burnout, and foster a culture where individuals can thrive both personally and professionally.

SCOPE OF THE STUDY

This study aims to explore the work-life balance of the employees, focusing on how HR practices

influence employee well-being, productivity, and overall job satisfaction. It examines the impact of policies, work schedules, managerial support, and workplace culture on employees' ability to manage both personal and professional responsibilities. The research also evaluates existing work-life balance initiatives, identifying gaps between policy and actual implementation. It further investigates how these factors affect employee engagement, retention, and satisfaction, especially in today's evolving workplace environment. A key objective of the study is to provide practical recommendations for HR teams based on real employee feedback, helping create more flexible, supportive workspaces aligned with workforce expectations. The findings aim to guide long-term HR strategies and serve as a reference for other organizations seeking to improve employee experience while maintaining high performance. Ultimately, the study reinforces the importance of work-life balance as essential not only for employee welfare but also for building a productive, resilient, and future-ready organization.

REVIEW OF LITERATURE

1. Shubham Chauhan, Shubham Sharma, and Jignesh Vidani (2022) highlighted the importance of work-life balance in supporting employee satisfaction. Employees who can manage both personal and professional responsibilities experience less stress and higher motivation. Work-life balance is a key aspect of Quality of Work Life because it directly influences daily engagement and overall job satisfaction.
2. Agnieszka A. Borowiec and Wojciech Drygas (2022) emphasized the role of physical health in workplace wellbeing. Poor ergonomics, excessive workloads, and insufficient rest can negatively affect health and performance. Maintaining physical wellbeing is an essential component of Quality of Work Life, as it ensures employees can work efficiently while staying healthy.
3. Madhavi AVR and Dr. B. Srinivas Rao (2023) focused on the impact of feeling overwhelmed at work. Heavy workloads, constant interruptions, and tight deadlines can lead to stress and burnout. Managing workload effectively is an important factor in Quality of Work Life because it helps employees feel in control and prevents exhaustion.
4. Shree, B., Lakshmi, L., Bharthi, and Gobbilla, U. (2021) examined employees' ability to balance work and personal commitments. The study found that supportive HR policies and flexible working arrangements improve employees' satisfaction and reduce stress levels. Effective work-life balance practices contribute significantly to overall Quality of Work Life by helping employees manage responsibilities without conflict.
5. Karthick, K. K., and Ramachandran, K. K. (2021) studied the influence of compensation on employee retention. The research highlighted that fair pay structures, performance incentives, and transparent salary policies increase employee loyalty and reduce turnover intentions. Compensation satisfaction is therefore considered a vital component of Quality of Work Life.
6. Jiang, X., Ma, J., Wei, W., Hu, N., Zhu, A., and Zhang, C. (2025) analyzed the impact of gender-equal pay on workplace satisfaction. The findings showed that equal pay practices enhance trust, motivation, and organizational commitment among employees. Pay equity plays an important role in strengthening Quality of Work Life and promoting fairness within the organization.
7. Sirgy, N. P., Gorman, M. J., Reilly, N. P., and Young, M. (2012) discussed the relationship between ethical workplace practices and Quality of Work Life. The study emphasized that organizations promoting fairness, respect, and ethical leadership create higher job satisfaction and employee

wellbeing. Ethical organizational culture directly supports long-term employee engagement and productivity.

RESEARCH METHODOLOGY RESEARCH DESIGN

In this project, a descriptive research design is used. It aims to describe the opinions, behaviors, and attitudes of employees without manipulating any variables. The researcher observes and records the information as if it exists in the natural setting.

DATA COLLECTION METHOD

Data is essential for analysis and interpretation. For this study, information was gathered from two main sources:

Primary data

In this study, the questionnaire method was used to collect primary data from employees of the organization.

The questionnaire was carefully designed to ensure accuracy and clarity in responses. It consisted entirely of close-ended questions, including Multiple Choice Questions (MCQs) and Likert scale items (ranging from strong agreement to strong disagreement). This structure allowed respondents to express their opinions easily and enabled the researcher to analyze the results quantitatively.

The questionnaire was structured in a simple and logical sequence to maintain respondent interest and ensure reliable responses. It included:

- Close-ended questions
- Likert scale statements

These were designed to measure employee perceptions, satisfaction levels, and opinions relevant to the research objectives.

Secondary data

For this study, secondary data was gathered from company documents, official reports, HR manuals, published books, journals, and credible online sources. These sources helped the researcher understand the background and policies of the organization.

SAMPLING DESIGN

For this study, the simple random sampling method was used. This method gives each employee an equal chance of being selected, ensuring fairness and objectivity.

FINDINGS OF THE STUDY

The study found that regarding work-life balance and health, 45% of the respondents rated work-life balance as 3, while 11% rated it as 2. The impact on physical health was rated as 3 by 55% of respondents, whereas 1% rated it as 2. Feeling overwhelmed was rated as 3 by 62% of respondents, while 6% rated it as 2. Similarly, 64% rated work-life balance as 3, whereas 3% rated it as 2. The impact on mental health was rated as 3 by 71% of respondents, while 23% rated it as 2.

In terms of compensation and benefits, 65% of respondents rated satisfaction with compensation as 2, while 35% rated it as 1. Satisfaction with salary increment was rated as 2 by 91% of respondents, whereas 1% rated it as 1. Fairness of pay was rated as 2 by 95% of respondents, while 5% rated it as 3.

Satisfaction with bonus was rated as 2 by 95% of respondents, whereas 5% rated it as 1. Furthermore, 56% of respondents rated 5 for leaving for better pay, while 44% rated 4.

Concerning career growth and management, 73% of respondents rated growth opportunities as 2, while 27% rated it as 3. Confidence in promotion was rated as 2 by 98% of respondents, whereas 2% rated it as 3. Satisfaction with career path was rated as 2 by 62% of respondents, while 38% rated it as 3. All respondents (100%) rated manager guidance as 2. Opportunities for skill development were rated as 3 by 89% of respondents, whereas 11% rated it as 2.

With respect to workplace relationships, 50% of respondents rated 5 and the remaining 50% rated 4 for their relationship with colleagues. Team communication was rated as 5 by 62% of respondents, while 2% rated it as 3. Trust in co-workers was rated as 5 by 55% of respondents and 4 by 45%. Respect from managers was rated as 4 by 55% of respondents and 5 by 45%. Overall trust was rated as 5 by 62% of respondents and 4 by 38%.

From the statistical analysis, the analysis of variance test results show that the significant value is 0.584 which is above 0.05; hence, null hypothesis is accepted and the alternate hypothesis is rejected. there is no significant difference between the employees’ work experience and their ability to handle both work and personal commitments. It is clear that employees across different work experience levels manage their work–life balance in a similar manner.

Table 1: Results of Analysis of variance between work experience and ability to handle both work and personal Commitments

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.805	4	.201	.716	.584
Within Groups	17.135	61	.281		
Total	17.939	65			

The correlation results show that the significance level is below 0.01; hence, the null hypothesis is rejected, and the alternate hypothesis is accepted. This indicates a significant positive correlation between work-life balance and compensation package, implying that compensation positively influences employees’ work-life balance.

Table 2: Results of correlation analysis regarding significant relationship between employees’ work-life balance and their overall compensation package.

Correlations			
		Rate your work-life balance in this company	Rate your overall compensation package
Rate your work-life balance in this company	Pearson Correlation	1	.322**
	Sig. (2-tailed)		.008
	N	66	66
Rate your overall compensation	Pearson Correlation	.322**	1
	Sig. (2-tailed)	.008	

package	N	66	66
---------	---	----	----

The weighted average analysis reveals that Interpersonal Relationships are ranked first, followed by Work-Life Balance in second place, Compensation Satisfaction in third place, and Career Growth Opportunities in fourth place among the QWL factors.

	Factors	Score	Average	%	Rank	QWL (%)
Work-Life Balance	Overall work-life balance in this company	220	213	64	I	56
	Effect of work life on physical health	226				
	Feeling overwhelmed at work	215				
	Balancing work and personal commitments	218				
	Effect of work life on mental health	187				
Compensation Satisfaction	Satisfaction with overall compensation package	109	162	49	II	56
	Satisfaction with salary increment process	136				
	Fairness of pay compared to peers	135				
	Performance bonus meeting expectations	129				
	Consideration of leaving for better pay	301				

SUGGESTIONS AND RECOMMENDATIONS

Based on the study conducted in the company, the researcher would like to offer certain suggestions that can be adopted by the organization. The company should revise its compensation policies to ensure fair pay, transparent increment processes, and timely performance-based incentives to improve employee satisfaction and retention. Management can introduce structured career development programs, including mentorship and regular appraisal discussions, to enhance promotion confidence and provide clarity in career growth. Training and skill-building sessions should be increased to help employees improve their professional capabilities and prepare for internal advancement.

Since many employees experience moderate stress and mental strain, the organization can implement wellness initiatives, counselling support, and flexible work schedules to promote mental well-being. The HR department should focus on improving communication regarding reward policies to reduce perceptions of unfairness in salary and bonus structures. Managerial guidance should be strengthened by ensuring supervisors provide consistent career feedback and employee support. As interpersonal

relationships and teamwork are strong, these can be utilized to develop peer-learning groups and collaborative engagement activities. Management can also introduce a recognition and appreciation framework to reward both performance and teamwork, thereby encouraging motivation and morale. Regular feedback mechanisms should be established to identify employee concerns in real time and enable timely HR interventions. To maintain quality of work life, the organization should continue promoting work-life balance through flexible working hours, hybrid work options, and employee welfare initiatives.

CONCLUSION

The study on the Quality of Work Life of Employees concludes that the organization maintains a generally positive work environment with strong interpersonal relationships and good communication among employees. However, areas such as compensation, promotion opportunities, and managerial guidance need significant improvement to enhance employee satisfaction.

While employees feel connected and supported by peers, their concerns regarding fair pay and limited career progression indicate a need for policy restructuring. The results confirm that interpersonal relationships play the most influential role in shaping the quality of work life, followed by work-life balance and compensation satisfaction.

The researcher thus concludes that the overall perception of Quality of Work Life in the company is moderately positive, and the organization can further improve by addressing financial and developmental concerns. Implementing the suggested measures will strengthen employee motivation, reduce attrition, and foster a balanced, growth-oriented workplace culture.

References

1. Gaurav, K. (2020). Quality of Work Life (QWL) and Employee Satisfaction.
2. GRIN Verlag. ISBN: 978-3346121567.
3. Ramasubba Reddy, M., & Ramakrishna Reddy, G. (2023). Quality of Work Life.
4. IIP Publications. ISBN: 978-93-6252-245-0.
5. Sirgy, N. P., Gorman, M. J., Reilly, N. P., & Young, M. (Eds.). (2012). Work and Quality of Life: Ethical Practices in Organizations.
6. Springer Science+ Business Media. ISBN: 978-9400740587.
7. Chand, D. (2021). Quality of Work Life: Concepts, Approaches and Practices.
8. Global Vision Publishing House. ISBN: 978-8178849250.
9. Chauhan, S., Sharma, S., & Vidani, J. (2022). Work-life balance in supporting employee satisfaction.
10. Borowiec, A. A., & Drygas, W. (2022). The role of physical health in workplace wellbeing.
11. AVR, M., & Rao, B. S. (2023). Feeling overwhelmed at work: workload, interruptions and deadlines.
12. Shree, B., Lakshmi, L., Bharthi, & Gobbilla, U. (2021). Ability of employees to balance work and personal commitments.
13. Karthick, K. K., & Ramachandran, K. K. (2021). Influence of compensation on employee retention.
14. Jiang, X., Ma, J., Wei, W., Hu, N., Zhu, A., & Zhang, C. (2025). Gender-equal pay and its effect on workplace satisfaction.