

Quality of Work Life of Employees in Nitta Gelatin India Limited with Special Reference to Kerala

Shibi B. ¹ & P. S. Aithal ²

* Post-Doctoral Fellow, Srinivas University, Mangalore, India.

Orcid ID: 0000-0002-9950-2371; E-mail: shibibalan3@gmail.com

** Professor, Institute of Management and Commerce, Srinivas University, Mangalore, India.

Orcid ID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

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Orcid ID: 0000-0002-9950-2371; E-mail: shibibalan3@gmail.com

** Professor, Institute of Management and Commerce, Srinivas University, Mangalore, India,
Orcid ID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

ABSTRACT

Background/Purpose Recently, the QWL has become more and more significant in organizations. This is basically a working environment for employees of the organization. It's a value-based process, improving the effectiveness of the organization and improving the quality of life of employees at work. QWL programs usually emphasize development of employee skills, reduce work-related stress in a more collaborative work-management relationship. Ultimately, with the organization, employees will also be benefited. Hypothesis-based qualitative research agenda and Testing has improved the conceptual model of working quality of life. The study here is to understand, to what extent the surveyed organization was able to meet the following requirements: To check whether there is a link between employees' quality of workplace life and employee satisfaction.

Methodology: This study analyzes the contribution of the Quality of Work Life program to employee satisfaction, taking into account the top factors that contribute to QWL: management, compensation, career development, working conditions, and relationships with employee morale. Primary and secondary data were collected in support of the research objectives. Primary data was collected using a structured questionnaire containing closed questions and a direct interview method. The questionnaire was distributed to the organization's clerks, factory workers, and managers. Secondary data were compiled from company files, magazines, books, journals, and websites. The total number of employees in the registered office (RO), Gelatin department (GD), and Ossein department (OD) is 415. Of these, the sample size was 55, including both managers and employees.

Finding: The QWL is very important in today's organizations. This is essentially related to the favorable or unfavorable nature of the work environment for the employees of the organization. This is a values-based process aimed at achieving the two goals of improving the effectiveness of the organization and improving the quality of life of employees in the workplace. QWL programs typically focus on developing employee skills, reducing work-related stress, and developing more collaborative work-management relationships. Ultimately, both the organization and its employees will benefit from it. This survey should help you understand how well your organization was able to meet employee requirements and see if there is a real relationship between quality of life and employee satisfaction.

Originality: It conducts a quality of work survey at Nitta Gelatin India Limited, Kochi, Kerala This study aims to provide insights into the contribution of quality of life (QWL) towards employee satisfaction by studying the impact of factors like career development of employees, their working condition, their relationship with the management, benefits and compensation and morale of employees.

Paper Type: Conclusive Research Design.

Keywords: Quality of working life (QWL), Labour management relations, Occupational stress, Job performance, Employee satisfaction.

1. INTRODUCTION :

QWL is a very diverse program, technology, theory and leadership style that shapes the organization and workplace and empowers employees, give more autonomy, responsibility and authority than usual.

A quality work life is vital for an organization to continue, attract and maintain employee. Many elements contribute to QWL, including reasonable and fair compensation and safe and secure compensation. Healthy working conditions and social integration in trade unions that enable individuals to develop and use all his abilities. People are considered to be the most important resource in the world. They can be trusted, responsible, and make valuable contributions, rather should be treated with dignity and respect. Both employers and employees have come to understand this better. Quality of life is imperative to the organization performance. Work quality is an important factor influencing work motivation. Employee satisfaction and productivity are the two objectives of the QWL programme. The relationship between employees and their total work is substantively characterized by the quality of their work life. A setting where the usual technological and economic aspects are combined with the human side Because people can be trusted, accountable, and make significant contributions, and because working together fosters dignity and respect, QWL is a philosophy and the most crucial resource in an organization. Work, the physical work environment, the social environment within the organization, the management system, and the interaction between life inside and outside of work are all factors that affect an individual's quality of working life. On the basis of labour administration partnership, QWL consists of chances to actively participate in group work arrangements or problem-solving that are advantageous to both employees and employers. Additionally, people perceive QWL as a collection of strategies for boosting employee happiness and productivity, including autonomous workgroups, job enrichment, and high engagement. It requires an employee's commitment to the organization and an environment in which that commitment can thrive. Therefore, QWL is a comprehensive composition that includes the well-being associated with an individual's work, the rewarding and fulfilling work experience, and the absence of stress and other personal adverse effects. Therefore, the increase in two-family households raises concerns about the quality of life of workers. Quality of work life (QWL) is a multifaceted variable which shows a worker's feeling about various dimensions in regards to his/her job. These involve the job content, workplace conditions, enough and fair recompense, job promotional opportunities, duty discretion, involvement in decision-making processes, job safety, occupational stress, organizational security in employment and individual relations, and work life stability (Almalki, FitzGerald & Clark M, 2012) [1].

1.1 Company Profile:

Nitta Gelatin India Limited is a successful Indo- collaboration which was established in 1975 and commenced production commercially in the year 1979. The promoters of the company are Nitta Gelatin Inc (NGI), Japan, who is a pioneer in Gelatin at Japan and Kerala State Industrial Development Corporation, India, the state nodal agency for Industrial development in Kerala KSIDC has shareholding of 34 per cent and NGI Japan has 46 per cent stakes in the company and the remaining shares are held by the public. NGIL manufactures Gelatin, Collagen Peptide, Ossein, and Chitosan at its production facilities in Kerala and uses state of art technology for production process. .

2. REVIEW OF LITERATURE :

In recent years, as the labor culture has changed drastically, the traditional concept of work is becoming more fulfilling for human beings. Basic needs are further diversified and changed according to Labor system development and change in standard of living of the labor force.

Lawler (1982) [2] illustrates QWL in relation to work features and working conditions. He emphasizes that a central aspect of all QWLs within an organization is to increase employee well-being and productivity. The most common interaction associated with improving employee well-being and productivity is the organization of work. Work designs that can increase employee satisfaction are said to be highly productive.

Straw and Heckscher 1984 [3] It is a philosophy and states that it is the most important resource within an organization as people should be trusted, responsible, able to make valuable contributions and treated with dignity and respect. It is a series of principles.

Beukema, L (1987) [4] QWL describes how employees can actively form a workplace according to their opportunities, interests and needs. This is the level of ability that an organization provides its employees to shape ones effort. This points out that employees are free to organize work functions

according to their individual needs and interests. This definition gives importance to an individual's interest in completing a task. This definition differs from the former, which emphasizes an organization that designs works in the interests of its employees.

Lau, Wong, Chan and Law (2001) [5] QWL has been operated as comfortable operating surroundings that supports and promotes well-being by providing workers with career opportunities, employment security and compensation. Indirectly, this definition means those who don't seem to be happy with their compensation could also be happy with the protection of their work and luxuriate in some of the career opportunities that the organisation offers for private and skilled growth.

The definition by Serey (2006) [6] on QWL, the results are highly conclusive and best match the needs of today's workplace. The definition refers to employment that is meaningful and gratifying. It contains (i) the opportunity to put one's talents and abilities to use, as well as the opportunity to face challenges and situations that require independent initiative and self-direction, (ii) an activity in which one understands one's role in the attainment of some complete goals (iii) a sense of pride in what one is doing and doing it well (iv) an activity that the participants believe is worthwhile.

Rethinam, (2008) [7] QWL could be a multi-dimensional construct created of a variety of interconnected aspects that require careful thought to grasp and live, per the definitions per the European Foundation for the development of Living Conditions (2002), it's joined to job satisfaction, job involvement, motivation, etc.

Hosseini and Jorjatki (2010) [8] concluded that not only are career satisfaction, achievement, and balance in life are important variables in achieving a good quality of work life, but quality of work life (QWL) or the quality of work system is one of the most interesting methods for motivating employees and is a major way to have job enrichment. Which has its origins in staff and managers' attitudes toward motivation, which is more focused on, growth prospects, and continued advancement, reasonable pay, enhances staff performance, which in turn raises QWL of social insurance personnel in Tehran.

Anand Pawar (2013) [9] has conducted a unique study on employee QWL and job satisfaction in VTPS and discovered that the level of satisfaction among employees with regard to various job-related aspects, as well as an in-depth study to measure employee QWL and job satisfaction, which included major factors in their study and they also included the following variables: I wages and salaries; (ii) rewards system; (iii) a safe and healthy environment; (iv) working conditions. The findings revealed that there is discontent in the interpersonal relationships between the cader wise QWL, as well as a lack of a good grievance handling mechanism among the employees, which has a negative effect on the job satisfaction.

Vaarmathi & Hema Dhalakridhnan (2013) [10], demonstrates that the respondents don't seem to be satisfied with consistent payment and reward. The results of the analysis of variance check show that there is no distinction in the mean opinions on job rotation, coaching jobs, and the authority to perform the task at Diamond State. The correlation test suggests a link between legitimate compensation and job chances.

Aarthy, M. & Nandhini, M. (2016) [11], in their review the effect of the QWL of the employees is profoundly eminent and it impacts the establishments as well as the understudies who are the future structure blocks of the country. The current review infers that there is a moderate degree of QWL is found among the employees.

Sumathi, V. & Gunadundari, K. (2016) [12], in their paper, "Balance between serious and fun activities of Women Employees in Selected Service Sector with Reference to Coimbatore District" in their investigation discovered that the cutting-edge condition of endless successful girls who due to the exceptional conditions had been relinquished their role have to be tended to. The problems faced are some yet, essentially, maximum often the "spoil of their professions" emerges out of parenthood and own circle of relatives obligations." Work existence techniques are maximum correctly stored up with within side the institutions that have clean comprehension of their enterprise regular and which regard the Importance of stability among amusing and extreme sports for every one of the representatives.

Table 1: Depicts the results of some of scholarly published papers on QWL

S. No.	Focus	Outcome	References
1	All type of industries	The three parts of QWL: (a) QWL from a human qualities approach; (b) a few perspectives for emotional perception of QWL; and (c) a few ameliorative measures towards further developing QWL	Datta T, (1999), [13]
2	Pharmaceutical Industry	Business related mentalities including position fulfillment, vocation fulfillment, hierarchical responsibility, turnover expectation, probability of deciding in favor of an association, and patient consideration issues.	McHugh, P. P, (1999). [14]
3	Education Sector	The article surveys the new experimental writing gave until this point, and proposes a framework that divides these tests into three groups: those that depict and study differences in the people who decide the nature of work life the impact of labour on people's minds, and that tries to make meaning of behavior results.	Johnsrud L. K, (2002). [15]
4	Engineers in Private Sector	The experimental examination was intended to decide the example of the connections between the apparent presence of nature of work life factors and hierarchical responsibility	Gadjah Mada, (2004). [16]
5	All Industries	The paper endeavors to deliver a set of guidelines to assist organisations in developing and fostering high QWL in order to improve and advance government assistance, goodness, and overall well-being of hierarchical individuals, as well as any remaining partners and larger social orders at the local, national, and international levels.	Mohi-Adden Yahya Al-Qutop, (2011). [17]
6	Private sector and State and Local governments	Deciding QWL generally includes the interaction between and among the laborer, work content and occupation setting.	Bagtasos M. R, (2011) p. 1-8). [18]
7	Private Technical Institutions	The study aids technical institution personnel in determining their level of perception of QWL and assisting management in improving it.	Nanjundeswaraswamy, T. S, (2013). [19]
8	Service Sector	The effect of nature of work life aspects on the general fulfillment of the representatives with the association.	Ashwini, J. et.al, (2014). [20]

9	Insurance Company	The impact of age, wage, orientation, and experience on Insurance Area Representatives' QWL	Gupta B, (2015). [21]
10	Manufacturing and Service Sector	The factors influencing employee satisfaction and subsequent effectiveness in these two types of businesses, where the labour force is very variable with a variety of outlooks and opinions on QWL.	Ashwini J, (2016) [22]
11	Textile Industry	The working conditions of the respondents and to explore the possible progressive changes in the working conditions of the respondents.	Monterio Meena et al, (2017). [23]
12	Education Sector	The rise of representative administration ascribes and, further, look at its effect on worker business related perspectives with regards to the cutthroat setting of advanced education foundations.	Noorliza Karia, et al, (2019). [24]
13	Education Sector	The difficulties looked by ladies in keeping up with the balance between fun and serious activities.	Sonia Noronha, et.al, (2019). [25]
14	Oil and Gas Industry	The exploration result uncovered that among demographical attributes, nature of exercises fundamentally influences on the situation with QWL of workers.	Nanjundeswaraswamy, T. S, (2022). [26]

After the investigation of writing audit on nature of it is obvious in work life that an association can't get proficiently and actually results from the representatives' without QWL. QWL is vital for representatives' as well as it is vital for association to accomplish the development and productivity inside the market. QWL firms accomplished more productivity than other non QWL firms. This study analyze the contribution of QWL towards employee satisfaction by studying the effect of factors like employee career development, working condition, morale, relationship with the management, benefits and compensation.

3. PROBLEM OF THE STUDY :

Nature of Working Life has acquired a ton of significance in the present associations. This is fundamentally in light of the fact that it alludes to the favourableness or unfavourableness of the gig climate of an association for its representatives. It is a worth based process which is pointed to meeting the twin objectives of upgraded viability of the association and worked on personal satisfaction at work for the representatives. QWL programs as a rule accentuation improvement of representative abilities, the decrease of word associated burden and the improvement of more co-usable work the board relations. Eventually both the association as well as the representatives benefit out of it. The study here is to understand to what extent the organization under study has been able to meet the requirements of the employees to check whether there is an actual link between QWL and Employee Satisfaction.

Conceptual Model of Work life Balance

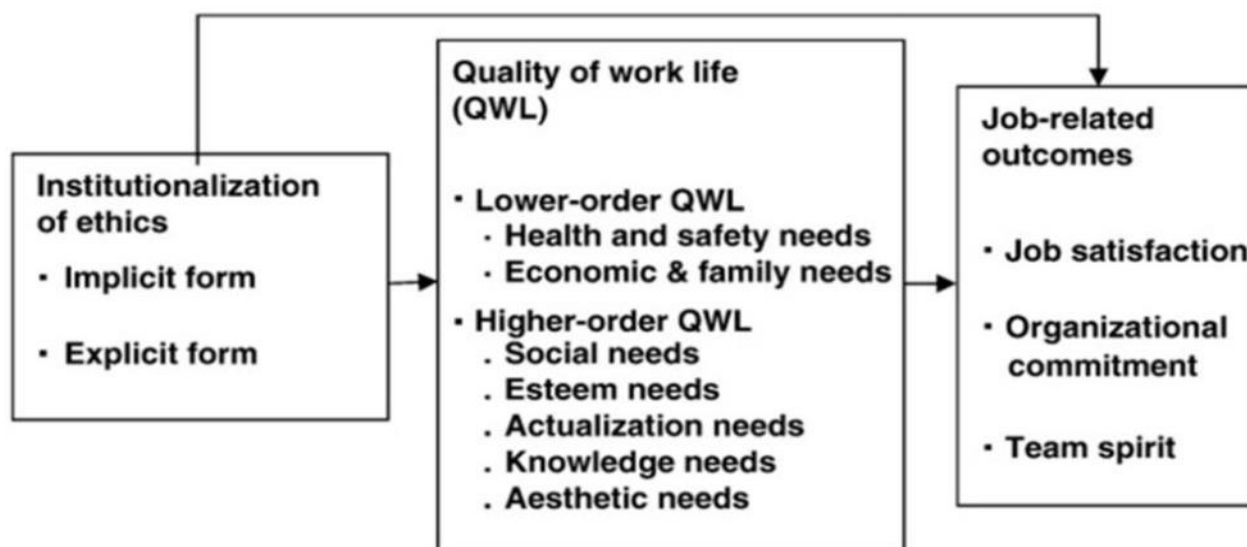


Fig. 1: Ethics and QWL conceptual model Source. (Koonmee, et al., 2010) [27].

4. OBJECTIVE :

- (1) To analyze the contribution of QWL towards employee satisfaction by studying the effect of factor Employee Career Development.
- (2) To depict the contribution of QWL towards employee satisfaction by studying the effect of factor Employee working condition.
- (3) To examine the contribution of QWL towards employee satisfaction by studying the effect of factor Employees relationship with the Management.
- (4) To scan the contribution of QWL towards employee satisfaction by studying the effect of factor Employee Benefits and compensation, &
- (5) To survey the contribution of QWL towards employee satisfaction by studying the effect of factor Employee Morale.

5. SAMPLING PLAN :

Simple random sampling is used to accumulate records from the employees. Each person is selected randomly and absolutely with the aid of using chance, such that every person has the equal possibility of being selected at any level at some point of the sampling process.

5.1. Universe and Sample Size:

The universe of the study constitutes the total number of employees in the Registered Office (RO), Gelatin Division (GD) and Ossein Division (OD), which are 415 in number. Out of them the sample size was 55 which included managers as well as employees.

6. METHODOLOGY :

Key objective of this work is to find the contribution of QWL towards employee satisfaction using the conceptual model mentioned in above section (figure 1). A statistical tool, Chi – square Analysis is applied for the hypothesis selected listed below:

6.1 Hypothesis- 1

H0: Employees opportunities for career development do not affect employee satisfaction.

H1: Employees opportunities for career development affect employee satisfaction.

6.2 Hypothesis- 2

H0: Employee working conditions do not affect employee satisfaction.

H1: Employees working conditions affect employee satisfaction.

6.3 Hypothesis- 3

H0: Employees relationship with the management does not affect employee satisfaction.
 H1: Employees relationship with the management does affect employee satisfaction.

6.4 Hypothesis- 4

H0: Employees benefit and compensation packages do not affect employee satisfaction.
 H1: Employees benefit and compensation packages do affect employee satisfaction.

6.5 Hypothesis- 5

H0: Employee morale does not affect employee satisfaction.
 H1: Employee’s morale affects employee satisfaction.

7. ANALYSIS & INTERPRETATION :

7.1 Hypothesis -1

Table 1: Analysis on whether Career Development contributes towards Employee Satisfaction
 Chi -Square Test

Parameters	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	138.279 ^a	68	.000
Likelihood Ratio	66.740	68	.520
Linear -by- Linear .Association.	16.655	1	.000
No of Valid Cases.	55		

Inference: Since the Asymp. Sig value (2 sided) value (0.00) is less than the cut of value (0.05), null hypotheses H0 is rejected and H1 is accepted. Thus, the employee opportunities for career development affect the employee satisfaction in Nitta Gelatin India Limited.

7.2 Hypothesis -2

Table 2: Analysis on whether Working Conditions contribute towards Employee Satisfaction

Parameters	Value.	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square.	113.457 ^a	80	.008
Likelihood Ratio.	56.526	80	.978
Linear -by- Linear Association.	18.656	1	.000
No of Valid Cases.	55		

Inference: Since the Asymp. Sig value (2 sided) value (0.008) is less than the cut of value (0.05), null hypotheses H0 is rejected and H1 is accepted. Thus, the working condition of the employee affects the employee satisfaction level in Nitta Gelatin India Limited.

7.3 Hypothesis -3

Table: 3 Analysis on whether Employee Relationship with management contributes towards Employee Satisfaction.

Parameters	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	161.986 ^a	80	.000
Likelihood Ratio	71.584	80	.738
Linear -by- Linear Association	23.608	1	.000
No of Valid Cases	55		

Inference: Since the Asymp. Sig value (2 sided) value (0.000) is less than the cut of value (0.05), null hypotheses H0 is rejected and H1 is accepted. Thus, the employee relationship with the management does affect employee satisfaction in Nitta Gelatin India Limited. Employee Communication which includes both upward as well as downward communication has a huge role to play in the employer–

employee relationship in an organization. Transparency is the factor that needs to be appreciated in NGIL.

7.4 Hypothesis -4

Table 4: Analysis on whether Benefit and Compensation Package contributes towards Employee Satisfaction

Parameters	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	167.756 ^a	80	.000
Likelihood Ratio	78.984	80	.511
Linear -by- Linear Association	14.110	1	.000
No of Valid Cases	55		

Inference: Since the Asymp. Sig value (2 sided) value (0.00) is less than the cut of value (0.05), null hypotheses H0 is rejected and H1 is accepted. Thus, the employee compensation and benefit package do affect the employee satisfaction in Nitta Gelatin India Limited.

7.5 Hypothesis -5

Table 5: Analysis on whether Employee Morale contribute towards Employee Satisfaction

Parameters	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	161.689 ^a	84	.000
Likelihood Ratio	71.033	84	.843
Linear -by- Linear Association	11.071	1	.001
No of Valid Cases	55		

Inference: Since the Asymp. Sig value (2 sided) value (0.000) is less than the cut of value (0.05), null hypotheses H0 is rejected and H1 is accepted. Thus, the employee morale does affect employee satisfaction in Nitta Gelatin India Limited. Employee morale is practically responsible for several happenings in the organization. Absenteeism rate as well as Employee Attrition of the organization depends on the employee morale. So obviously it is a factor that leads to employee satisfaction.

Based on Hypotheses testing upgraded the Conceptual model of Quality of Work life

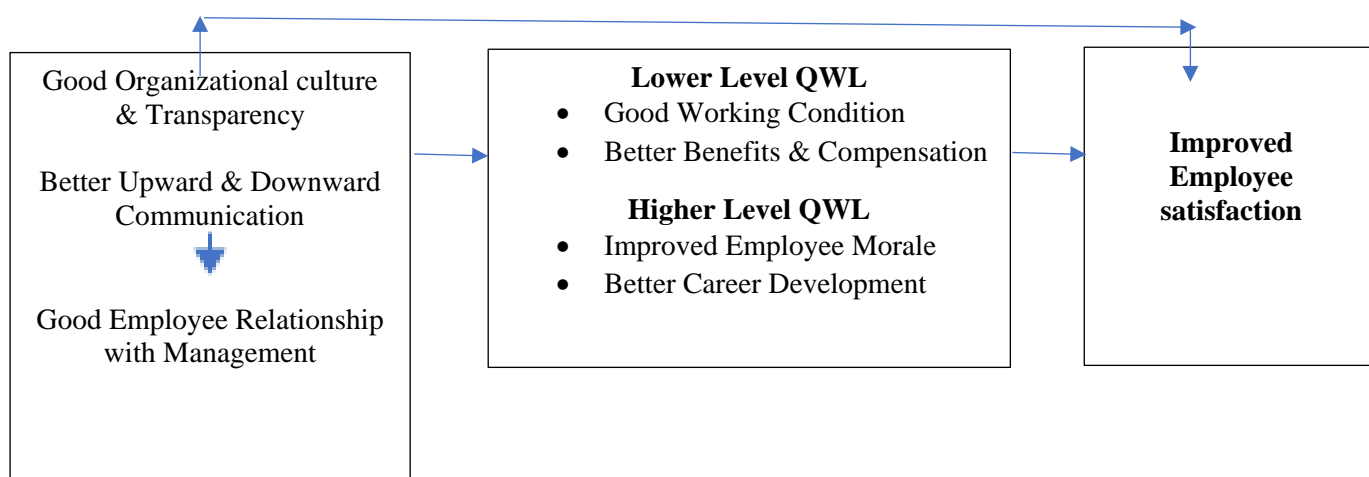


Fig. 2: Conceptual Model of QWL

8. FINDINGS :

(1) The most important factors affecting QWL are Career Development, Working Conditions of employees, Relationship with management, Employee Compensation and benefit Package and Employee Morale.

(2) According to the study conducted in Nitta Gelatin India Limited, it has been observed that QWL programs contribute towards employee satisfaction. Detailed finding on each factors are given blow:

(i) **Career Development:** In NGIL, when Career Development is been taken as a factor of QWL, it is understood that it does contribute toward employee satisfaction. This is because majority of the employees of 64% are of the opinion that the job does not allow them to use their skills and abilities. As long as there is individual development possible in the organization there is every possibility to have career development. Another parameter that needs to be highlighted here is about the promotions. Promotions generally have a very crucial role to play in a person's career path Even though large part of the respondents (39%) are of the opinion that for promotions due weightage for performance is given in the organization. There exist 31% who disagree with the above said opinion. Improvement in this front is required. Since the Asymp. Sig value (2 sided) value (0.00) is less than the cut of value (0.05), the employee opportunities for career development do affect the employee satisfaction in Nitta Gelatin India Limited.

(ii) **Employee Working Condition:** As one can understand, a manufacturing industry has to consider the safety of the employees as their highest priority and from the study the researcher can rightly say that the organization has been very successful in this case. 33% of the respondents agree with the fact that the organization has given a lot of importance regarding the safety of the employees, 53% of them agree by saying that there are regular training programmes been held in the organization. Ultimately the hypotheses say that working conditions of the employees do affect employee satisfaction in Nitta Gelatin India Limited.

(iii) **Employee Relation with Management:** Employer – Employee relation has a very important role to play in any organization. Here the studies have proved that the employee has a positive relationship with the management. Majority of them agree that the supervisors help them in getting their job done and provide the employees with the required information for getting the job done. It may also be noted that in management decision making, participation from the employees is also prevailing in the organization. Any how few respondents has also disagreed to the above statement. The hypotheses have been analyzed and has been observed that the employee relationship with the management does affect employee satisfaction.

(iv) **Compensation and Benefits:** It have been observed in the study that almost all of the respondents are glad with the salary package but at the same time it has also been noticed that there exist a large minority who is not satisfied that they are not satisfied with the reimbursement schemes of the organization. If we consider the medical reimbursement as well as the fringe benefits the majority of respondents are quite satisfied. Since the Asymp. Sig value (2 sided) value (0.008) is greater than the cut of value (0.05), the employee compensation and benefit package do affect the employee satisfaction in Nitta Gelatin India Limited.

(v) **Employee Morale:** This is but every other very vital thing of QWL. Nature of Work Life. There are many elements that contribute towards representative assurance. Larger part of the respondents are of the assessment that they can keep up with sensible harmony among family and work life. 47 % of the respondents agree that they have a secure future in the company. In the case Employee Review system, the respondents are having mixed feeling with equal percentage agreeing and disagreeing to the statement. So as a result, Since the Asymp. Sig value (2 sided) value (0.000) is less than the cut of value (0.05), the employee morale does affect employee satisfaction in Nitta Gelatin India Limited.

9. SUGGESTIONS :

Career development has to incline adequate importance. For the staff operating within the organization individual development would be their priority. Thus, in this case the management has to perceive the very fact offer and supply with the desired promotions taking under consideration the performance which might provide them with a career growth inside the organization itself. It is counseled to own a revised theme for fringe advantages, bonus allocation, etc by discussing the matter with the staff and





getting their opinion concerning an equivalent. The organization ought to improve upon internal communication system. The management has to make certain that any very important data concerning the operating of the organization or the staff got to Pine Tree State au fait to the lower levels of the organization. This might give them with a sense of recognition. Non-Financial motivators are an important issue for rising QWL. Whenever needed the superior got to make certain that their subordinates are been inspired and actuated within the work place. They have to be appreciated by the superiors once they complete a task with success.

Adequate coaching programmes got to be provided on a continual basis in a very planned for the staff of the organization specially specializing in the worker development plans moreover because the safety tips to be followed whereas within the firm. The organization ought to maintain planned programs of cross coaching for the assembly staff so they'll simply rotate from one position to a different. In fact, this method truly provides the firm with higher quality staff. As for the case worker Review system, there has to be a continual feedback system throughout the organization. Be it positive or negative the staff got to provide feedback concerning their performance and truly be noted concerning the areas wherever improvement is needed. Medical Camps are often persisted a 0.5 yearly basis to confirm condition of the staff. Higher Insurance facilities got to be organized for those people UN agency add the lower level (the workers) of the firm.

10. CONCLUSION :

The monetary advancement of a country exists in the improvement of the norm of lifetime of its people. All monetary exercises are straightforwardly or by implication pointed toward accomplishing greater of life. People pay a serious a piece of their time in a few monetary exercises viz. horticulture, industry, mining, delivering and so forth. The power of each and every action relies upon the norm of work lifetime of the people. Human beings are considered the dynamic issue of production. In order to accomplish organizational goals, management of a company is responsible for coordinating human and material resources. Handling material resources is quite easy. While not making efficient use of human resources, management will never achieve the company's goals. Even in those businesses where autonomous machines have been introduced, labour is still seen as a key factor in boosting profits. Quality of life is regarded as a means to an end while also being an end in and of itself. QWL is becoming a critical human aid trouble in organizations. Effective strategic human aid regulations and approaches are vital to manipulate and deliver awesome QWL amongst people. Conversely, bad human aid strategic measures which might be not able to cope with those troubles will efficiently distort the QWL, that is capable of sooner or later fail the organization's imaginative and prescient of becoming aggressive globally. QWL is that the shared responsibility not solely of the management and staff, however conjointly by the society. to boost Quality of labor life is initial to spot and so attempt to satisfy employee's vital desires through their expertise in their operating setting. Relying upon the situational needs, management could choose the relevant desires of the employees to boost them with a brief term arrange. QWL isn't always one principle or technique; it's now no longer a job-enrichment, profit-sharing or incentive program. QWL might be a way of joint deciding, collaboration and constructing mutual respect among control and staff. This method looks to cause an amendment in people-in however they feel concerning themselves, their work and every alternative. It's this variation within the human climate that QWL advocates claim will increase satisfaction and facilitates higher solutions to management and production issues.

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