

Impact of Quality of Work Life Dimensions on Employee Job Satisfaction and Organizational Commitment in Manufacturing Industries

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Abstract

This research delves into the impact of QWL dimensions on JS and OC in manufacturing sectors, specifically looking at job satisfaction and organizational commitment. The most important aspects of quality work life (QWL) are fair pay, a safe workplace, possibilities for advancement, employment stability, social integration, and a healthy work-life balance. The main data was analyzed using descriptive statistics, correlation analysis, and regression analysis in SPSS software. A structured questionnaire was employed for data collection. According to the findings, work happiness is positively correlated with pay and advancement chances, whereas organizational commitment is strongly correlated with job security and social integration. Effective practices in quality work life (QWL) lead to happier workers, according to the research., commitment, and organizational effectiveness in manufacturing sector.

Keywords: Job Satisfaction, Organizational Commitment, Work-Life Balance, Employee Welfare.

1. INTRODUCTION

Boosting workers' happiness starts with improving their QWL. Job satisfaction in manufacturing is impacted by high quality work life balance, which includes fair salary, safe working conditions, and possibilities for professional progression. Meeting these fundamental requirements leads to strong organizational commitment, which decreases staff turnover and boosts productivity.

Manufacturing work frequently includes shift work, push for production and physical work. To function efficiently, one must know how to balance QWL, work happiness, and organizational dedication. The importance of work-life balance is rising in modern firms as a result of increasing job pressure and changing employee expectations. Pressures at work, such as meeting tight deadlines and juggling several tasks, may have a negative effect on an employee's physical and mental well-being. When workers' personal and professional lives are well-balanced, it shows in their level of satisfaction, motivation, and loyalty to the company.

The need of work-life balance is amplified in manufacturing sectors because of the physically demanding nature of the labor, sometimes including shift work and long hours. Both work satisfaction and productivity might take a hit as a consequence of the accompanying stress, changes, and exhaustion. Employees may experience burnout, absenteeism, and low morale if they are unable to maintain a healthy work-life balance. Job satisfaction and work-life balance are closely related, since employees are more likely to give their all when they feel valued and supported by their organization. Finding a healthy balance between work and personal life is crucial for the success of any business, as it improves morale, which in turn increases output, customer loyalty, and efficiency. Hence, balance between job and personal life must be acknowledged and maintained, in order to realize sustainable growth and employee satisfaction within manufacturing organization.

Immediate outcomes of investing in QWL programs by manufacturing organizations are increased levels of job satisfaction. Workers see their work meaningful when they feel their health is being cared for, when their wages are fair and when their managers treat them with respect. When employees are happy with their current jobs, they are less likely to burnout and more likely to look for another job. Commitment to the organization is more than mere satisfaction with the salary it offers; It's the sense of having a personal investment in and commitment to the company. Research has continuously shown a favorable and statistically significant link between QWL and organizational commitment. Employees are motivated to

contribute to the company's success in the long run because they feel appreciated and supported by the manufacturing company's dedication to their development and welfare.

2. LITERATURE REVIEW

Gupta, et.al (2013) Quality of life at work and organizational commitment are the primary foci of this study since the researcher saw them as foundational to the success of any business inside the company. The purpose of this research is to identify the factors that influence manufacturing workers' organizational commitment and their quality of life on the job. A total of 171 workers had their data gathered. The data analysis was conducted using the Karl-Purcell correlation coefficient. A favorable and statistically significant correlation between QWL and industrial workers' organizational commitment was found in the research. In light of the established significance of an employee's function within an organization, the current study seeks to investigate the relationship between quality of work life and organizational commitment in manufacturing firms, with the goal of retaining employees, assisting them in advancing their careers, and boosting the effectiveness of managers.

Layer, et.al (2009) The fundamental purpose of this research was to test the idea that work-life characteristics and cognitive demands impact human performance in industrial settings. The second line of inquiry is that this correlation is related to the operator's specific job and exposure period. Over the course of eight months, 74 individuals with a variety of skills and backgrounds from two different manufacturing companies were included in an eight-wave pseudopanel research. These individuals were responsible for the construction and assembly of mechanical and electrical equipment. Structural equation modeling and invariance analysis were used to process the data obtained from cognitive task analysis and questionnaire administration. Workers' perceptions of the quality of their job and the cognitive demands placed on them were determined to be independent variables that contributed to their overall performance. It was shown that this causal link was context dependent, meaning it wasn't necessarily related to the amount of time the operator spent on the task.

Ooi, et.al (2013) While there has been a lot of focus on quality of work life (QWL) as of late, there is a dearth of conceptual analysis and evidence in many of the earlier research. With respect to Malaysian manufacturing enterprises that have obtained ISO9001 certification, this research is believed to be one of the first empirical studies to investigate the relationship between workers' QWL and total quality management (TQM) processes. The proposed framework was tested on 202 companies using the structural equation modeling technique. Leadership, process management, data and analysis, and a focus on customers are the factors that impact workers' QWL, according to the poll. Neither strategic planning nor human resource management showed a strong correlation with employees' QWL, indicating that these areas do not provide many opportunities for employees to improve their work-life balance. This study provides managers with a better grasp of the relevant TQM strategies that may be used to improve workers' QWL. Accordingly, a higher QWL is a result of increasing TQM implementation, which provides the business an edge in the market and ensures its success.

Chitra, et.al (2012) Quality of Work Life (QWL) is a modern recruiting and retention tactic used by many firms. Increasingly, companies are incorporating QWL policies into their plans with the hope that they would improve workers' quality of working life and, more importantly, help them strike a healthy work-life balance while still giving their jobs their full attention and effort. "The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization" QWL How well workers feel they are able to combine their professional and personal lives is the primary goal of this poll. Previous studies found that job satisfaction was significantly influenced by employees' views of the quality of their work life. A total of 460 workers were included in this survey. Only 251 out of a total of 500 survey questionnaires were returned. Quality Work Life (QWL) is measured by ten factors: organizational support, work-family conflict, relationships with peers, self-competence, autonomy, access to resources, meaningfulness of the job, optimism about organizational transformation, and time control. We take a look at how each of these things relates to contentment on the job. Job satisfaction may be predicted by each of the QWL factors independently, as shown by the test results. Nevertheless, seven of the QWL variables that were previously considered strong predictors of job satisfaction are no longer so when all ten QWL elements are used in the regression equation.

Qureshi, et.al (2017) Focusing on the relationship between manufacturing performance and quality of life on the job and its effects on Malaysia's economy, society, and the environment, this research intends to investigate the country's manufacturing industry. Two hundred manufacturing employees in Malaysia were polled for this study. In order to analyze the data, Structural Equation modeling was used in conjunction with AMOS software. The results demonstrated that QWL

was associated with economic, social, and environmental success in Malaysia's manufacturing sector. The study's conclusions suggest that, for sustainability's sake, managers in Malaysia's manufacturing sector should focus on improving workers' quality of life on the job.

3. RESEARCH METHODOLOGY

Research Design

This study employed a descriptive and analytical research strategy to look at how the quality of work life (QWL) factor affected manufacturing workers' levels of job satisfaction (JS) and organizational commitment (OC). The research was based on Walton's Quality of Work Life framework, which encompasses factors including pay, workplace safety, career advancement chances, employment stability, social support, and work-life harmony. To measure organizational commitment and employee job satisfaction, preexisting measures were utilized to construct structured questionnaire questions. This study used a quantitative research approach to examine how employees perceive their work environment and the behavior of their business.

Sampling and Data Collection

Companies involved in manufacturing across several sectors were the subjects of the research. The operating units were selected using a stratified random selection approach to ensure a good representation from diverse departments such as Production, Quality, Maintenance, Finance, and Human Resources. To ensure a representative sample of workers' perspectives on work-life balance, job satisfaction, and organizational commitment, we polled them across a range of ages, genders, and years on the job.

A total of 500 participants were surveyed for the research. Using Cochran's formula for large populations, the sample size was determined:

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where:

- n_0 = Sample size
- Z = Specified level of confidence for the standard normal variate
- p = Estimated proportion of the population
- $q = 1 - p$
- e = acceptable sampling error

The chosen sample size was sufficient for statistical analysis and adequately represented the population of workers in manufacturing sectors, according to this calculation.

A structured questionnaire employing a five-point likert type scale, from "Strongly Disagree" to "Strongly Agree," was used to gather the data used in the research. The questionnaire included questions that probed the employee's job satisfaction and organizational commitment in addition to their work-life balance, social integration, advancement prospects, safety on the job, and overall quality of life at work. Workers in manufacturing firms were the primary subjects of direct survey methods used to gather data.

Data Analysis Techniques

A statistical program known as SPSS was used to code and analyze the acquired data. We used standard deviation, minimum, and maximum values, as well as descriptive statistics, to characterize the variables. Job satisfaction and organizational commitment were the dependent variables, while the quality of work life characteristics were the independent variables. The association between the two was determined using a correlation analysis.

To further understand how the different QWL characteristics affected workers' levels of job satisfaction and organizational commitment, regression analysis was also run. The regression model analyzed the role and the predictive effect of compensation, growth opportunities, job security and social integration on organizational outcomes. To evaluate the

explanatory power of the regression models the values of the coefficient of determination (R^2) were used. The results were displayed in tables and systematically interpreted to gain insight into how Quality of Work Life practices affect manufacturing companies.

4. RESULTS

Demographics information

Table 1: Demographics

	Group	Frequency	Percentage (%)
Gender	Male	282	56.2
	Female	218	43.6
Age	20 to 30	125	25.1
	31 to 40	188	37.4
	41 to 50	141	28.0
	Above 50	46	9.4
Tenure	> 5 years	157	31.3
	5 to 10 years	172	34.4
	< 10 years	171	34.3
Department	Production	266	53.1
	Quality	71	14.1
	Maintenance	80	15.9
	Others	83	16.9
	Total	500	100

Source: Primary Data

Descriptives analysis

Table 2: Descriptive analysis

Variable	Mean	SD	Min	Max
Job Satisfaction	2.98	0.85	1.0	5.0
Organizational Commitment	2.47	0.63	1.0	3.75
QWL Overall	2.51	0.421	1.24	3.51
QWL Comp (Compensation)	2.89	1.23	1.0	5.0
QWL Safe (Safe Work Environment)	2.78	1.45	0.5	5.0

QWL Growth (Growth Opportunities)	2.99	1.42	0.5	5.0
QWL Sec (Job Security)	2.84	1.36	0.5	5.0
QWL Soc (Social Integration)	3.03	0.95	1.0	5.0
QWL Bal (Work-Life Balance)	2.74	0.67	1.5	4.0

Source: Primary Data

Table 3: Job Satisfaction and Organizational Commitment by Department

Department	: Job Satisfaction Mean	Organizational Commitment Mean
Maintenance	3.07	2.48
Finance	2.98	2.51
Quality	2.97	2.42
Production	2.83	2.42
HR	2.91	2.50

Source: Primary Data



Figure 1: JS and OC by Department

Data analysis using regression and correlations

Table 4: Correlations between QWL and JS/OC

QWL Dimension	Job Satisfaction (r)	Organizational Commitment (r)
Compensation	0.571	-0.052
Growth Opportunities	0.545	0.012
Security	0.006	0.401
Social Integration	-0.014	0.422

Safe Environment	0.066	-0.061
Work-Life Balance	-0.060	0.025

Source: Primary Data

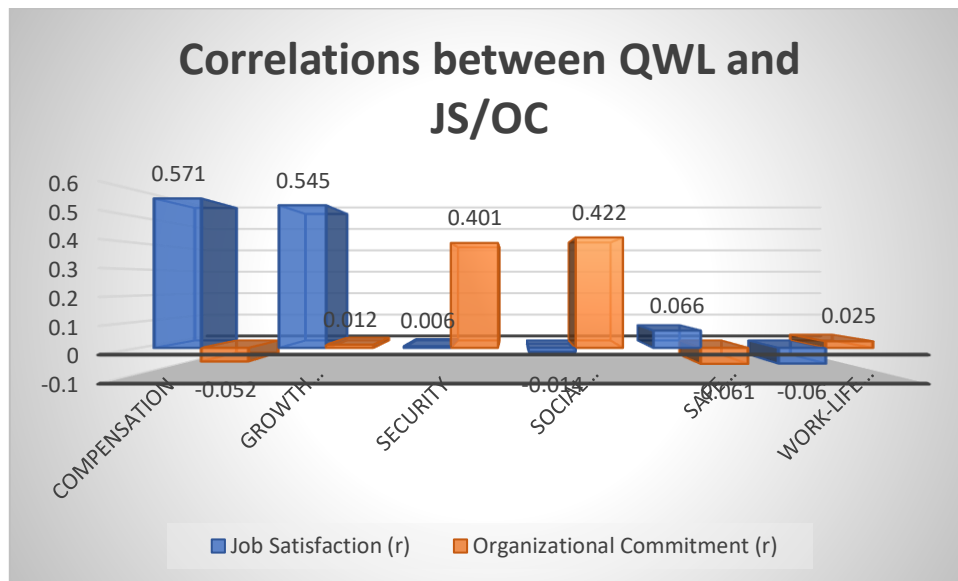


Figure 2: Correlations between QWL and JS/OC

Table 5: Coefficients of Regression

Predictor	Job Satisfaction (β)	Organizational Commitment (β)
Compensation	0.337	-0.011
Growth Opportunities	0.612	-0.006
Security	-0.005	0.181
Social Integration	-0.006	0.265
R ²	0.626	0.335

Source: Primary Data

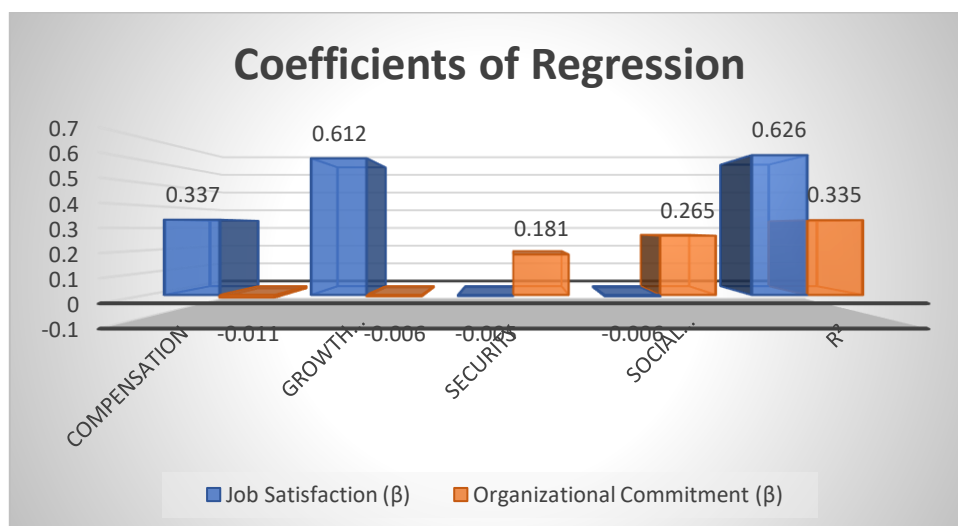


Figure 3: Coefficients of Regression

We used regression and correlation analysis to look at how the three dimensions of QWL, JS, and OC (Organisational Commitment) relate to one another. The analysis looked at the relationship between employees' attitudes and the following predictor variables in manufacturing industries: compensation, development possibilities, stability, social integration, a risk-free setting, and a healthy work-life equilibrium.

Compensation and prospects for advancement have a beneficial effect on job satisfaction, according to the research the security and social integration are more effective in shaping Organizational Commitment. Employee attitudes and organizational behavior are significantly impacted by the specified QWL factors, according to the regression findings. Additionally, the R² values show that QWL methods significantly impact manufacturing workers' commitment and happiness.

5. DISCUSSION

The study's findings highlight the significance of QWL in raising industrial workers' levels of job satisfaction and organizational commitment. According to the results, work security and social integration boost organizational commitment, whereas pay and opportunities for advancement are the primary variables that boost happiness. Positive work practices and better working circumstances help workers remain engaged, productive, and devoted to the firm, according to the research. The findings corroborate earlier studies that shown the beneficial effects on organizational outcomes of fostering healthy working lives.

6. CONCLUSION

The research found that in the manufacturing sector, QWL is a significant factor influencing employee job satisfaction and organizational commitment. Compensation, career advancement prospects, employment stability, social integration, a safe workplace, and a work-life balance are all aspects of quality of work life (QWL) that significantly affect employees' motivation, attitude, and actions on the job. Job satisfaction and loyalty are more likely to occur when workers believe they are part of a supportive team, paid fairly, given opportunity to advance in their careers, and generally encouraged by their employer. work satisfaction is positively affected by pay and advancement opportunities, while organizational commitment is enhanced by work security and social inclusion, according to the research. Effective QWL practices can lead to increased employee well-being and morale, improved productivity, fewer intentions to quit, and promote organizational success. Hence, employee oriented policies need to be introduced and a positive work environment needs to be established by manufacturing industries to attain sustainable growth, better performance of the organization and to have a committed workforce.

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