

Study of Quality of Work-Life of Employees working in Panasonic Life Solutions India Pvt. Ltd., Daman (India)

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Abstract - Quality of Work-Life has gained lot of importance in today's working. It seeks to create culture of work commitment which will ensure growth and productivity in the organization. Study revealed that employees are satisfied with the variables of quality of work-life, higher age-group think highly about safe and healthy work environment, lower income group feel highly about growth opportunities in the organization, income level is significantly related to employees' satisfaction, incentives or benefits can improve employees' ability to enjoy their leisure time, spend quality time with family, and take care of themselves, especially for those with lower incomes. Lower experienced employees are suffering from physical ailment like stress, insomnia, headache, depression etc. and the gain in work experience, employees learn to cope up with work related stress. More recently, work-related stress and the link between work and non-work life domains have been recognized as elements that should be conceptualized as part of working life quality.

Keywords — *Quality of work-life, work-life balance, working environment, working conditions, supportive work culture.*

I. INTRODUCTION

Quality of Work-Life.

The term Quality of work-life refers to the favorableness or un-favorableness of the job environment of an organization by taking in to consideration all dimensions of work related environment like job design, pay and benefits, working conditions, supportive work culture. It seeks to create culture of work commitment which will ensure growth and productivity in the organization.

II. OBJECTIVES

1. To study the overall response of the employees with Quality of Work-Life
2. To make age wise analysis of employees on Quality of Work-Life
3. To make income wise analysis of employees Quality of Work-Life
4. To make experience wise analysis of employees on Quality of Work-Life

Company Profile

Established in 1963 as **Anchor Electricals Pvt. Ltd.**, now **Panasonic Life Solutions India Pvt. Ltd.** is a wholly owned subsidiary of the Panasonic Corporation of Japan. Panasonic acquired Anchor, the 50-year-old Indian family-owned electrical equipment brand, in 2007. The company's

new manufacturing unit has been built at Daman, India. It's headquarter is in Mumbai. For this study, the employees working in Daman branch are considered. Employees from all departments were the part of survey.

III. LITERATURE REVIEW

Sharma, R.; Gupta, P. (2017): ^[1]Quality of Work Life (QWL) refers to the relationship between employees and their tasks in the workplace. QWL is now widely used in Organizational Behavior to assess the whole human experience in the workplace. QWL refers to the relationship. The relationship between a worker and their surroundings goes beyond the technical and economic aspects of job design. Quality of work life. The QWL Movement began as a network of a few dozen academics in the early 1970s and has since expanded to include labor union officials, personal managers, and social scientists worldwide.

Afroz, S. (2018): in his study on quality of work-life: a conceptual model, ^[2] study focusses on to identify and propose a few critical QWL parameters for the benefit of both employees and organizations. To achieve this goal, articles published between 2001 and 2017 were examined in a methodical manner and a snapshot of the same was created. After identifying a variety of elements, the quality technique 'Pareto Analysis' was used to build a conceptual framework. However, no study has attempted to employ

Pareto analysis to find the most relevant QWL components. This may be the first study to use Pareto analysis to determine which factors (essential few) have the largest cumulative influence.

Lenka, S.; Subudhi, R. (2019): in their study stated that ^[8] Organizations gain high productivity when their workers are satisfied with organizational policies and practices. Organizational commitment is comprised of three dimension affective, continuance, and normative commitment.

Abirami, D.; Suresh, S. (2020): in their research stated that ^[9] research findings would assist the top management in improving their policies and laws toward employee retention.

Pandey, K.; Pathak, A. (2022): in their research revealed that ^[10] employees while working in organization face work-life issues. Many factors affect Work-Life Balance. However, when positive and constructive steps are taken by the organization, and with the efforts of employees themselves, these issues can be mitigated to a great extent. Efforts should be made to make organizational climate more friendly and supportive. Job security should be assured to employees so that labour turnover can be reduced. Monetary benefits should be increased in order to motivate staff to perform better. Training should be provided at regular intervals so that productivity does not get adversely and Trust Employees

Kunwar, V; Paudel, R. (2022): in their research stated that ^[11] work-life balance and job satisfaction are the most important factors for any organization. These important factors can manage the employees' satisfaction and sustainability of them in any organization. Policies for handling issues of employees and their family and personal life needs must be managed and made by the organization so that they can satisfy their employees.

Abdullah, H.; Kabia, S.; Pandey, P (2022): concluded that ^[12] a strong or positive coordination of job and life will always enhances productivity of staff and also allow the organization to avoid employee retention issues.

IV. RESEARCH METHODOLOGY

Method

Our research study is descriptive type, so we have adopted "Descriptive Research Design" here. Number of employees are known i.e. finite number of populations, so the "Simple Random Sampling Method" is adopted for selecting samples from the finite population of employees working in Panasonic Life Solutions India Private Ltd., Daman. Structured detailed Questionnaire constructed for Quality of Work Life study capturing all possible areas of agreed levels are used. Prior to study, as a pilot study

sample questions along with the objectives of the study were given to the employees of the Panasonic Life Solutions India Private Ltd., Daman. Questionnaire had questions with a 5-point scale, where 1 is the Strongly Disagreed level and 5 is the most Strongly Agreed level. The data collection is done by interactions with Managers, Unit heads, Officers, Supervising staffs, and other employees. Easy to understand diagrams, charts and tables were made to make it simple and useful. SPSS (Statistical Package for Social Science) is used in research study for the statistical analysis and interpretation of data. By SPSS, the reliability and the validity of the Questionnaire was determined. The other statistical tools viz. One way ANOVA, Factor Analysis, etc. used for analyzing primary data. So, the Primary source is used for data collection. Non parametric test like Kruskal Wallis test is used to find out the significant difference in the responses on various parameters of work-life balance for demographic factors like age, experience and monthly income.

Sample Size:

Hundred sample size is selected which includes employees working in registered office of Surat to study the work-life balance issue of the employees. Employees from all departments are selected. The sample is representative of Marketing, Finance, HR, back-office administration, and production in-charge.

Cronbach's Alpha	No. of items
0.703	05

INTERPRETATION

The scale statistics indicate that the data set has a mean of 70.47 and a standard deviation of 1.591. The variance, which measures the spread of the data around the mean, is 23.441. The data set contains 10 items.

The reliability statistics show that the Cronbach's alpha coefficient, a measure of internal consistency, is 0.703. This indicates that the scales are reliable, as the recommended minimum value for Cronbach's alpha is 0.7.

Non parametric Kruskal Wallis test is applied to analyze the age wise response of employees for work-life balance.

Table 1- Statements of study

Variable	Statements	Strongly Disagree	Dis- agree	Neutral	Agree	Strongly Agree	Total
1	Satisfactory and fair compensation	12	31	5	30	22	100
2	Work-life balance.	22	12	5	30	31	100
3	Safe and healthy working conditions	4	24	12	42	16	100

4	Opportunities for Career Growth	13	23	11	38	15	100
5	Fair and realistic boundaries of jobs	4	25	19	29	25	100

Table no. 2 - age wise responses for work-life balance

Factor	Age	N	Mean Rank	Associated Significant	Remark
Satisfactory and fair compensation	Below30	17	40.26	0.325	Accepted
	31-40	24	36.58		
	41-50	29	31.81		
Work-life balance.	Below30	17	38.91	0.462	Accepted
	31-40	24	37.00		
	41-50	29	32.26		
Safe and healthy working conditions	Below30	17	31.00	0.032	Rejected
	31-40	24	34.19		
	41-50	29	39.53		
Opportunities for Career Growth	Below30	17	36.85	0.021	Rejected
	31-40	24	39.54		
	41-50	29	31.36		
Fair and realistic boundaries of jobs	Below30	17	37.21	0.906	Accepted
	31-40	24	34.58		
	41-50	29	35.26		

INTERPRETATION

H0: There is no significant difference in the perception of employees among different age groups regarding **Satisfactory and fair compensation**

H1: There is a significant difference in the perception of employees among different age groups regarding **Satisfactory and fair compensation**

Result: The null hypothesis is accepted as the p-value is 0.325 which is greater than the significance level of 0.05.

H0: There is no significant difference in the perception of employees among different age groups regarding **Work-life balance.**

H1: There is a significant difference in the perception of employees among different age groups regarding **Work-life balance**

Result: The null hypothesis is accepted as the p-value is 0.462 which is greater than the significance level of 0.05.

H0: There is no significant difference in the perception of employees among different age groups regarding **Safe and healthy working conditions.**

H1: There is a significant difference in the perception of employees among different age groups regarding **Safe and healthy working conditions**

Result: The null hypothesis is rejected as the p-value is 0.044, which is less than the significance level of 0.05.

H0: There is no significant difference in the perception of employees among different age groups regarding

H1: There is a significant difference in the perception of employees among different age groups regarding

Result: The null hypothesis is rejected as the p-value is 0.021, which is less than the significance Level of 0.05.

H0: There is no significant difference in the perception of employees among different age groups regarding **Opportunities for Career Growth**

H1: There is a significant difference in the perception of employees among different age groups regarding **Opportunities for Career Growth**

Result: The null hypothesis is accepted as the p-value is 0.088 which is greater than the significance level of 0.05.

H0: There is no significant difference in the perception of employees among different age groups regarding fair and realistic boundaries set by management for the employees.

H1: There is a significant difference in the perception of employees among different age groups regarding fair and realistic boundaries set by management for the employees.

Result: The null hypothesis is accepted as the p-value is 0.906, which is greater than the significance level of 0.05.

Non parametric Kruskal Wallis test is applied to analyze the monthly salary wise response of employees for work-life balance.

Table no. 3 - monthly salary wise responses

Factor	Monthly salary (Rs.)	N	Mean Rank	Associated Significant	Remark
Satisfactory and fair compensation	less than 20,000	5	40.70	0.283	Accepted
	20,000-30,000	15	36.73		
	30,000-40,000	42	33.43		
	Above 40,000	8	34.56		
Work-life balance.	less than 20,000	5	34.50	0.467	Accepted
	20,000-30,000	15	41.17		
	30,000-40,000	42	34.98		
	Above 40,000	8	28.25		
Safe and healthy working conditions	less than 20,000	5	40.40	0.443	Accepted
	20,000-30,000	15	38.07		
	30,000-40,000	42	35.86		
	Above 40,000	8	25.75		
Opportunities for Career Growth	less than 20,000	5	30.70	0.006	Rejected
	20,000-30,000	15	39.03		
	30,000-40,000	42	37.85		
	Above 40,000	8	19.56		
Fair and realistic boundaries of jobs	less than 20,000	5	37.10	0.071	Accepted
	20,000-30,000	15	27.83		
	30,000-40,000	42	26.17		
	Above 40,000	8	28.50		

INTERPRETATION

H0: There is no significant difference in the perception of employees among different income groups regarding satisfactory and fair compensation

H1: There is a significant difference in the perception of employees among different income groups regarding satisfactory and fair compensation

Result: The associated p-value is 0.283, which is greater than the significance level of 0.05, indicating that we fail to reject null hypothesis

H0: There is no significant difference in the perception of employees among different income groups regarding work-life balance.

H1: There is a significant difference in the perception of employees among different income groups regarding work-life balance..

Result: The associated p-value is 0.467, which is greater than the significance level of 0.05, indicating that we accept null hypothesis.

H0: There is no significant difference in the perception of employees among different income groups regarding safe and healthy working conditions.

H1: There is a significant difference in the perception of employees among different income groups regarding safe and healthy working conditions.

Result: The associated p-value is 0.443, which is greater than the significance level of 0.05, indicating that we accept the null hypothesis.

H0: There is no significant difference in the perception of employees among different income groups regarding **Opportunities for Career Growth**.

H1: There is a significant difference in the perception of employees among different income groups regarding **Opportunities for Career Growth**.

Result: The associated p-value is 0.071, which is greater than the significance level of 0.05, indicating that we accept the null hypothesis.

H0: There is no significant difference in the perception of employees among different income groups regarding fair and realistic boundaries set by management for the employees.

H1: There is a significant difference in the perception of employees among different income groups regarding fair and realistic boundaries set by management for the employees.

Result: The associated p-value 0.071, which is more than the significance level of 0.05, indicating that we accept the null hypothesis.

Non parametric Kruskal Wallis test is applied to analyze the work experience wise response of employees for work-life balance.

Table no.4 - work experience wise response

Factor	Work Experience (in Years)	N	Mean Rank	Associated Significant	Remark
Satisfactory and fair compensation	less than 1	5	41.00	0.366	Accepted
	1-10	36	37.71		
	11-20	29	31.81		
Work-life balance.	less than 1	5	29.50	0.425	Accepted
	1-10	36	38.25		
	11-20	29	33.12		
Safe and healthy working conditions	less than 1	5	40.40	0.325	Accepted
	1-10	36	36.88		
	11-20	29	32.95		
Opportunities for Career Growth	less than 1	5	30.70	0.054	Accepted
	1-10	36	40.92		
	11-20	29	29.60		
Fair and realistic boundaries of jobs	less than 1	5	29.50	0.639	Accepted
	1-10	36	37.22		
	11-20	29	34.40		

INTERPRETATION

H0: There is no significant difference in the perception of employees among different work experience groups regarding satisfactory and fair compensation

H1: There is a significant difference in the perception of employees among different work experience groups regarding satisfactory and fair compensation

Result: The associated p-value is 0.366, which is greater than the significance level of 0.05, indicating that we accept the null hypothesis.

H0: There is no significant difference in the perception of employees among different work experience groups regarding work-life balance.

H1: There is a significant difference in the perception of employees among different work experience groups regarding work-life balance.

Result: The associated p-value is 0.425, which is greater than the significance level of 0.05, indicating that we accept the null hypothesis.

H0: There is no significant difference in the perception of employees among different work experience groups regarding safe and healthy working conditions.

H1: There is a significant difference in the perception of employees among different work experience groups regarding safe and healthy working conditions.

Result: The associated p-value is 0.325, which is greater than the significance level of 0.05, indicating that we accept null hypothesis.

H0: There is no significant difference in the perception of employees among different work experience groups regarding

Opportunities for Career Growth.

H1: There is a significant difference in the perception of employees among different work experience groups regarding **Opportunities for Career Growth**.

Result: The associated p-value is 0.054, which is greater than the significance level of 0.05, indicating that we accept the null hypothesis.

H0: There is no significant difference in the perception of employees among different income groups regarding fair and realistic boundaries set by management for the employees.

H1: There is a significant difference in the perception of employees among different income groups regarding fair and realistic boundaries set by management for the employees.

Result: The associated p-value is 0.639, which is greater than the significance level of 0.05, indicating that we accept the null hypothesis.

Overall summary of results

The overall analysis of the respondents done on the basis of Linkert's scale shows that employees have positive outlook for various dimensions of quality of work-life as more number of responses are on the right side. Thus, many employees are satisfied and perceive good quality of work-life.

The tabular analysis done on the basis of age and monthly salary shows that the opportunities for high career growth is perceived by the age group 31-40; and at the age group of 41-50, there is high perception for safe and healthy working condition. Employees at this age group (41-50) are usually those who have worked for more period of time with this Company, so they are very well adapted to the culture and procedures and consequently they feel safe and comfortable (healthy) working in this environment. Monthly salary analysis shows that employees earning between Rupees 20,000 to 30,000 per month perceive more opportunities for development. It is the positive sign for employees who feel that they can move towards high salary hike as they perceive more career opportunities in their jobs.

V. FINDINGS AND SUGGESTIONS

- [1] Overall survey shows that employees are satisfied with the variables of quality of work-life
- [2] Age wise analysis shows that 41-50 age group think highly about safe and healthy work environment
- [3] Income group 20,000 to 30,000 feel highly about the opportunities for growth in the organization compared to other groups.
- [4] Income level is significantly related to employees' satisfaction with their leisure time, and ability to enjoy special occasions.
- [5] Management does set fair and realistic boundaries for employees as indicated by low income group.
- [6] Employers may consider offering incentives or benefits that can improve employees' ability to enjoy their leisure time, spend quality time with family, and

take care of themselves, especially for those with lower incomes.

- [7] Less than 1 year of experience employees are suffering from physical ailment like stress, insomnia, headache, depression etc. compared to their counterparts. Thus it is evident that with the gain in work experience, an employee learns to cope up with work related stress.

VI. CONCLUSION

100 respondents were surveyed and interviewed to know their views on quality of work-life. The respondents are more on the positive side which highlights the fact that the Company is taking care of their employees. However, more number of employees should be still surveyed and interviewed to have more authentic picture of it. We have taken only five dimensions for quality of work life. We can add more dimensions into it. Even the entry level employees should feel safe and secure in the organisation.

Quality of working life is not a single concept, but rather a hierarchy of perspectives that includes not only work-related factors such as job satisfaction, pay satisfaction, and relationships with colleagues, but also factors that broadly reflect life satisfaction and overall feelings of well-being. More recently, work-related stress and the link between work and non-work life domains have been recognized as elements that should be conceptualized as part of working life quality.

A focus on Quality of Work Life (QWL) creates a more humanized work environment. It aims to meet both workers' basic and higher-order requirements. It tries to employ workers with better skill levels and to provide an environment that encourages them to increase their talents. The concept is that human resources should be developed rather than merely used. Furthermore, the working environment should not be extremely unpleasant. It should not subject workers to undue stress. It should not harm or diminish their humanity. It should not be scary or extremely harmful. Finally, it should improve, or at least not harm, the worker's ability to function in other life roles, such as citizen, husband, or parent.

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