
QUALITY OF WORK LIFE PROGRAMS AND THEIR INFLUENCE ON EMPLOYEE PERFORMANCE AND WORKPLACE SATISFACTION

¹Miss. SIDDIANUSHA, ²SWAPNA MADUGULA

¹Assistant Professor, ²MBA Student

Department of MBA

SVR Engineering College, NANDYAL

ABSTRACT

Quality of Work Life (QWL) is an important concept in human resource management that focuses on improving the overall work environment and enhancing employee well-being, satisfaction, and productivity. It refers to the degree to which employees are able to satisfy their personal needs while working in an organization. A high quality of work life helps employees maintain a balance between their professional responsibilities and personal life, leading to improved motivation and job performance.

This study examines the significance of Quality of Work Life in promoting employee satisfaction, commitment, and organizational effectiveness. It highlights key factors influencing QWL, such as safe working conditions, fair compensation, job security, career development opportunities, work-life balance, and supportive management practices. When organizations provide a positive and healthy work environment, employees are more engaged, motivated, and committed to achieving organizational goals.

Furthermore, the research emphasizes that organizations that prioritize the quality of work life experience reduced employee stress, lower turnover rates, and increased productivity. By implementing effective HR policies and employee-friendly practices, companies can create a supportive workplace culture that enhances both employee well-being and organizational performance. Therefore, improving the quality of work life is essential for achieving sustainable organizational growth and long-term success.

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I. INTRODUCTION

Quality of Work Life (QWL) refers to the degree to which employees are able to satisfy important personal needs through their experiences in the organization. It focuses on creating a healthy, supportive, and productive work environment that enhances employee satisfaction, motivation, and overall well-being.

The concept of QWL gained importance in the 1970s through the works of management thinkers like Richard E. Walton, who proposed key factors influencing work life quality, including adequate compensation, safe working conditions, opportunities for growth, social integration, constitutionalism, work-life balance, and social relevance of work.

Quality of Work Life is not only concerned with job satisfaction but also with the physical, psychological, and social aspects of the workplace. It ensures that employees feel valued, respected, and engaged in their roles. Organizations that focus on QWL practices—such as flexible working hours, employee participation in decision-making, career development opportunities, and health and safety measures—tend to experience higher productivity, reduced absenteeism, and lower employee turnover.

In today's competitive business environment, QWL has become a strategic tool for attracting and retaining talented employees. It plays a crucial role in building positive organizational

culture and achieving long-term organizational success.

Overall, Quality of Work Life emphasizes the balance between employee well-being and organizational performance, ensuring sustainable growth for both individuals and the organization.

DEFINITION:

QWL improvements are defined as any activity, which take place at every level of and organization, which seeks great organizational effectiveness through enhancement of human degree and growth..... a process through which stake hold in the organization – management, unions and employees learn how to work together better.... to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneously goal both the company and the unions.

NEED FOR THE STUDY

The success of any organization is highly dependent and how it attracts, recruits, motivates and retain its work force. Today organization needs to be more flexible so that they are equipped their work force and enjoy their commitment. Therefore organizations are required to adopt a strategy to improve the employees 'quality of work life'. To satisfy both the organizational objectives and employees needs. One of the way to accomplishing QWL is through job design. In which it is having some options for improving the job design.

- Leave the job as is, but the employees more.
- Mechanized and automate the routine jobs.
- And the Area that organization development loves-re-design the job.

Where by adopting QWL there are two spectrums to follow job-enlargement and job-enrichment. Where job enlargement is more variety of tasks and duties to the job in which these tasks are performed by the

employees. This can also be accomplished by job rotation and job-enrichment on the other hand adds additional motivators where it adds depth to the job more control, responsibility and discretion to how the job is performed.

SCOPE OF THE STUDY

The study with the prime objectives of ascertaining the employees towards the Quality of work life program, which are required to perform their jobs effectively. In **Hero MotoCorp Ltd.** (Formerly Hero Honda Motors Ltd.). The studies include managers and employees.

OBJECTIVES OF THE STUDY

- To examine the level of Quality of Work Life among employees in the organization.
- To analyze employee satisfaction regarding working conditions, compensation, and welfare facilities.
- To study the work environment and its impact on employee performance and productivity.
- To evaluate work-life balance practices provided by the organization.
- To identify factors influencing employee motivation and morale at the workplace.
- To assess employee participation in decision-making and organizational activities.
- To study job security and career growth opportunities available to employees.
- To examine safety, health, and welfare measures implemented by the organization.
- To identify problems related to Quality of Work Life faced by employees.
- To suggest suitable measures for improving the Quality of Work Life in the organization.

II. RESEARCH METHODOLOGY

Research Design

The study adopts a **descriptive research design** to analyze the Quality of Work Life among employees. This design helps in collecting detailed information regarding employee perceptions, satisfaction levels, and workplace conditions.

Data Collection

a) Primary Data:

Primary data was collected through:

- Structured Questionnaire (ABCD format – Yes/No/Neutral/Can't Say or Strongly Agree to Strongly Disagree)
- Personal discussions with employees

b) Secondary Data:

Secondary data was collected from:

- Company records
- Journals and research articles
- Books and websites related to QWL
- Annual reports

Sampling Method

- **Sampling Technique:** Simple Random Sampling
- **Sample Size:** 100 respondents
- **Sampling Unit:** Employees of the organization

Tools for Data Analysis

- Percentage Analysis
- Tables and Charts
- Graphical Representation (Bar Charts / Pie Charts)
- Simple Statistical Tools

LIMITATIONS OF THE STUDY

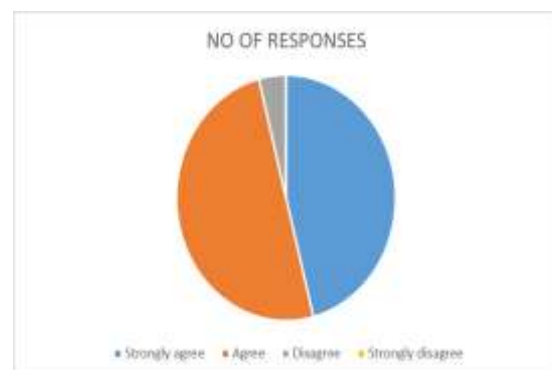
- The study was limited to a **specific organization**, so the findings cannot be generalized to all organizations.
- The **sample size was limited**, which may not fully represent the views of all employees.
- The study was conducted within a **short time period**, restricting detailed analysis.
- The data collected was mainly based on **employees' personal opinions**, which may involve bias.

- Some respondents were **hesitant to provide accurate information** due to fear or confidentiality concerns.
- The study relied on **structured questionnaires**, which may not capture in-depth feelings or experiences.
- Changes in organizational policies during the study period were not considered.
- Limited access to certain company records and confidential data.

III. DATA ANALYSIS & INTERPRETATION

1. Your organization provides opportunity for growth and security.

OPTIONS	NO OF RESPONSES
Strongly agree	46
Agree	50
Disagree	04
Strongly disagree	0



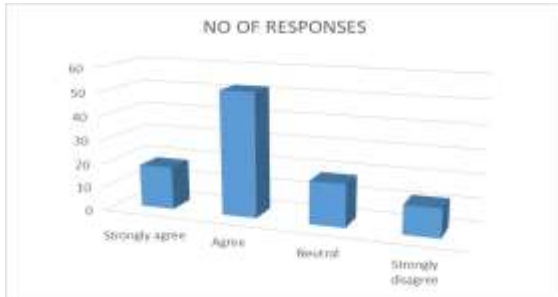
Interpretation:

The survey revealed that most of the employees strongly agree that the **HERO** provides opportunity for growth and security and some are disagree about this.

2. Pay and compensation package is adequate and fair in comparison to performance.

OPTIONS	NO OF RESPONSES
Strongly agree	18

Agree	52
Neutral	18
Strongly disagree	12

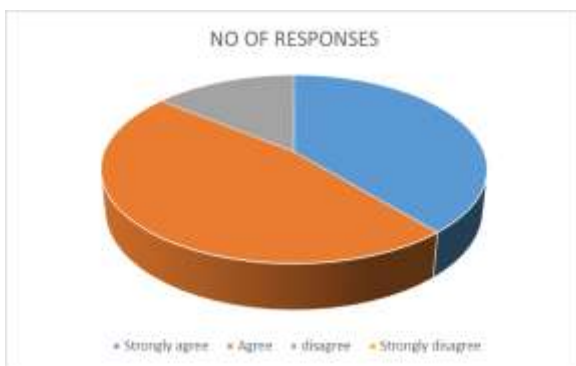


Interpretation:

The survey revealed that most of the employees agree for the reason of their pay and compensation package is adequate and fair in comparison to performance and some are disagree.

3. Medical facilities provided by the organization suites your health needs?

OPTIONS	NO OF RESPONSES
Strongly agree	38
Agree	46
disagree	14
Strongly disagree	0

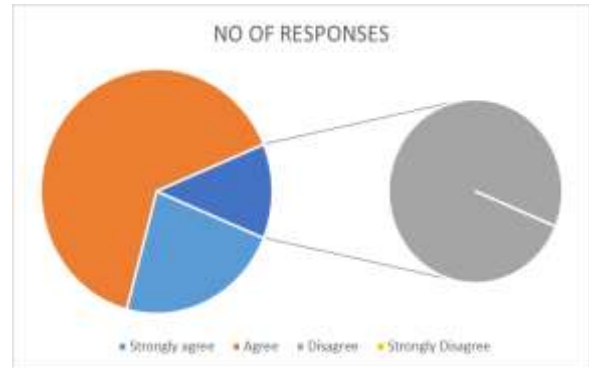


Interpretation:

The survey revealed that most of the employees agree and strongly agree for the reason of the medical facilities provided by the organization which suits their health needs, and few are disagree.

4. Your job allows you to use your skills and abilities.

OPTIONS	NO OF RESPONSES
Strongly agree	22
Agree	62
Disagree	12
Strongly Disagree	0

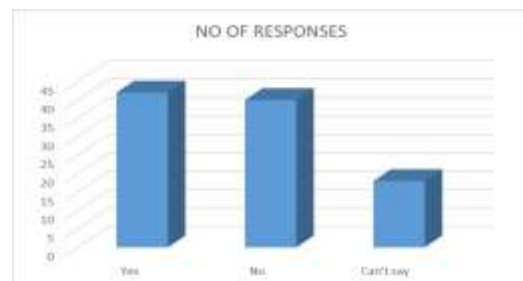


Interpretation:

The survey revealed that most of the employees agree and strongly agree for using their skills and abilities in their job.

5. Promotion policy of your organization ensures planned carrier growth.

OPTIONS	NO OF RESPONSES
Yes	42
No	40
Can't say	18



Interpretation:

The survey revealed that most of the employees are satisfied the promotion policy by the organization which ensures planed career growth. But most of the employees are un-satisfied by this policy.

**IV. FINDINGS, SUGGESTIONS,
CONCLUSIONS
FINDINGS**

1. The topic selected is quality of work life.
2. Most of the employees attended the Quality of work life at **Hero MotoCorp Ltd.**
3. The significance of selecting the topic relates to its importance in the study to make the employees more efficient.
4. Organizational goal can be achieved through personal development the study deals with the particular view point on the quality of work life and analysis of their view point on the training program.
5. Many of the respondents agree and have adequate facilities fully equipped with required teaching aids and congenial climate.

SUGGESTIONS

The quality of work life in **Hero MotoCorp Ltd** significance of selecting the topic relates to its importance in the study to make the employees more efficient, so that organizational goal can be achieved through personal development the study deals with the particular view point on the quality of work life and analysis of their view point on the training program. Many of the respondents agree and have adequate facilities fully equipped with required teaching aids and congenial climate.

Most of the employees attended the Quality of work life program to gain knowledge on their self interest but some of the respondents gave their suggestions so that the program can be more effective

Some of the suggestions are as follows :

1. Work should be distributed among employees uniformly.
2. Job rotation.
3. Objective appraise
4. Transparent in communication both ways (Top level to Low Level vice versa)
5. more motivational classes on the attitudinal of the employee towards a job

6. man power system needs to be more effective
7. more social get together should be planted by official to meet the family member of the employees
8. suggestion schemes should improve in the organization so that employees will be effective towards work

CONCLUSION

After conducting an intense study on quality of work life in **Hero MotoCorp Ltd** the following conclusions are derived.

Organization should focus on the benefit that are aimed to words self improvement of the employees.

- Organization need to maintain the appropriate balance of work.
- Opportunity for career growth should improve.
- Benefits provided by the organization are very good to satisfy the employee personal needs.
- Teamwork in the organization is very good.
- Organization should focus on the training sessions in order to motivate the employees.
- Organization need to provide scope for the employee development.
- There is no discrimination at work place.
- The relationship with superior at workplace is good.
- On the whole the quality of work life good.



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