ANALYZING THE IMPACT OF QUALITY OF WORK LIFE ON EMPLOYEE PRODUCTIVITY AND ORGANIZATIONAL COMMITMENT IN PHARMACEUTICAL COMPANY

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Abstract: The impact of Quality of Work Life (QWL) on organizational commitment and employee productivity at pharmaceuticals industry, a major participant in the Indian pharmaceutical sector, is examined in this study. It focuses on things like work-life balance, job stability, career advancement, pay, and workplace conditions. Structured questionnaires and literature reviews were used to gather data for a descriptive study design. Employees from different departments were included in the sample, providing a comprehensive picture of QWL throughout the company. The associations between QWL components, productivity, and loyalty were investigated using statistical techniques such as regression analysis and correlation. According to the results, higher QWL considerably boosts worker productivity and fortifies organizational loyalty. Fair compensation, opportunity for growth, and supportive work environments all increase employee retention and happiness. The study emphasizes that to promote long-term organizational performance, HR strategies must be focused on employee well-being. Pharmaceutical industry will use the knowledge gathered to create practical strategies that would promote industry competitiveness, lower attrition, and improve working conditions.

Keywords: Quality of Work Life (QWL), Organizational Commitment, Employee Productivity, Work-Life Balance

I. INTRODUCTION

In today's competitive business environment, organizations are increasingly recognizing the significance of Quality of Work Life (QWL) as a key factor influencing employee satisfaction, productivity, and overall organizational performance. QWL encompasses various dimensions such as job security, work-life balance, safe working conditions, fair compensation, opportunities for growth, and participative decision-making. It represents the degree to which employees are able to satisfy their important personal needs while working in the organization.

For pharmaceutical company, which operate in a highly regulated and quality-sensitive industry, maintaining a motivated and committed workforce is critical. Employees working under stressful conditions or lacking a supportive work environment may exhibit lower levels of productivity and organizational commitment. Conversely, a high QWL can foster job satisfaction, reduce turnover, enhance morale, and ultimately lead to improved organizational outcomes.

This study aims to analyze the impact of QWL on employee productivity and their level of commitment towards pharmaceutical sector. By understanding the relationship between these factors, the organization can implement strategies to improve workplace conditions, which in turn can contribute to achieving long-term business goals and maintaining a competitive edge in the pharmaceutical industry.

Statement of the Problem:
In the highly competitive and rapidly evolving pharmaceutical industry, organization face constant pressure to enhance employee productivity and maintain high levels of organizational commitment. Despite advancements in technology and operations, many organizations continue to overlook the critical role that Quality of Work Life (QWL) plays in

influencing employee attitudes and performance. Poor work-life balance, job insecurity, inadequate employee involvement, and lack of supportive workplace conditions can lead to low morale, decreased productivity, and high turnover rates. This study seeks to explore whether the current QWL practices at pharmaceutical company effectively contribute to boosting employee productivity and fostering stronger organizational commitment. By identifying the gaps and challenges in existing work-life quality, this research aims to provide insights into how improving QWL can lead to better employee outcomes and long-term organizational success.

Objectives:
1. To examine the relationship between Quality of Work Life (QWL) and employee productivity.
2. To assess how Quality of Work Life (QWL) influences organizational commitment.
3. To identify key factors of Quality of Work Life (QWL) that contributes to employee satisfaction and engagement.
4. To provide recommendations for improving Quality of Work Life (QWL) to enhance employee performance and retention.
5. To suggest strategies for improving QWL to enhance both productivity and commitment.

Research Questions:
1. What is the current level of Quality of Work Life (QWL) experienced by employees at pharmaceutical industry?
2. How does Quality of Work Life influence employee productivity?
3. What is the relationship between Quality of Work Life and organizational commitment?
4. Which specific factors of Quality of Work Life have the most significant impact on employee productivity and organizational commitment?

Significance of the Study:
This study highlights the critical role of Quality of Work Life (QWL) in enhancing employee productivity and organizational commitment at Pharmaceutical. By understanding the impact of QWL factors such as job security, work-life balance, and career growth, the research provides valuable insights for HR professionals to design strategies that boost employee satisfaction, reduce turnover, and improve overall organizational performance. The findings will help HR managers in the pharmaceutical industry implement employee-centric policies that not only enhance well-being but also drive performance.

II.   LITERATURE REVIEW

Bhende et a (2020) unearthed the difference between the quality of work-life and work-life balance concepts and discovered new dimensions. They concluded with the relationship and influence of Quality of work-life dimensions over the work-life balance dimensions

Roohollah Askari (2021) this research examines the relationship between work-life balance (WLB) and hospital personnel's quality of life (QWL). Findings indicate that most employees spend more time working than on personal activities, with WLB perceptions closely linked to overall QWL. However, factors like age, work shifts, and experience showed no significant impact. The study highlights the need for improved workplace practices, especially for female employees and clinical staff, to enhance WLB and overall well-being

Srivastava (2019) conducted their study over 240 doctors from different states of India to investigate the role of QWL on job burnout syndrome or job satisfaction using questionnaire and different statistical tools and found positive correlation between QWL and JS, whereas negative correlation was demonstrated between QWL and JS to that of job burnout

Suraj - (2019) in his paper, a study on quality of work life in Pharmaceuticals Company in Nepal, with sample population of 50 employees and observed working efficiency decreases when employees fail to maintain their total life space

III.   RESEARCH METHODOLOGY

1. Research Design
The study employs a descriptive research design to analyze the impact of Quality of Work Life (QWL) on employee productivity and organizational commitment at pharmaceutical company

2. Sampling Method
A convenience sampling technique was adopted to select employees who were readily available and willing to participate in the study.

3. Sample Size

The total sample size of the study is 135 employees from various departments within pharmaceutical company

4. Data Collection Method

Primary data was collected using a structured questionnaire designed to gather demographic details and assess perceptions of QWL, employee productivity, and organizational commitment.

5. Tools Used for Analysis

Data was analyzed using SPSS and Microsoft Excel for efficient coding, data processing, and statistical interpretation.

6. Statistical Techniques

The study applied correlation and regression analysis to explore the relationships between Quality of Work Life, employee productivity, and organizational commitment

7. Conceptual framework
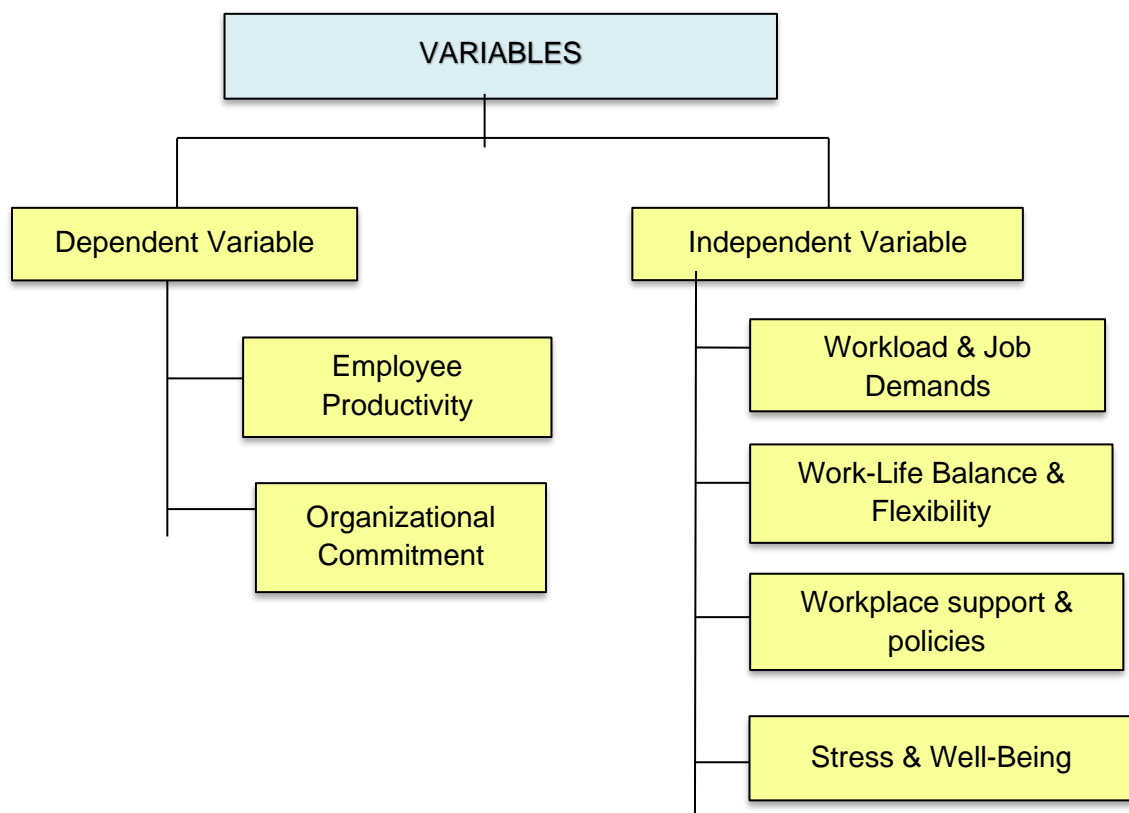
IV. RESULTS AND DISCUSSIONS

Demographic Characteristics of Respondents

The study included a total of 135 respondents from madras pharmaceutical industry

Age: the majority (57 %) of the participants were in the age group of 18-25 years, followed by (28.1%) in the 26-35 category, (11.9%) aged 36-45, and only (3%) in 46-55.

Gender: (54.8%) of the respondents were male and (45.2%) of female.

Working experience: less than 2 years (57.8%), 2-5 years (27.4%), 5-8 years (12.6 %) and above 8 years (2.2%)

Job role: Most respondents came from both production department (20.7%) and quality control & quality assurance (20.7%), followed by research and development (22.2%), sales marketing 14.8%, administration and Hr (21.5%)

Work shift: In general shift (76.3%), rotational shift (20.7%), and night shift (3%)

Result

CHI SQUARE:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.684[a]	12	.031
Likelihood Ratio	23.075	12	.027
Linear-by-Linear Association	5.576	1	.018
N of Valid Cases	135		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .27.

The Chi-Square test results indicate a statistically significant association between the variables under study. The Pearson Chi-Square value is 22.684 with 12 degrees of freedom and a p-value of 0.031, which is less than the standard significance level of 0.05. This suggests that there is a meaningful relationship between the categorical variables analysed. Similarly, the Likelihood Ratio test supports this finding with a value of 23.075 and a p-value of 0.027. Additionally, the Linear-by-Linear Association result, with a value of 5.576 and a p-value of 0.018, indicates a significant linear trend between the variables. However, it is important to note that 11 cells (55%) have expected counts less than 5, which may affect the reliability of the Chi-Square test due to potential violations of its assumptions. Despite this limitation, the results generally point toward a significant relationship between the variables, implying that changes in one variable are likely associated with changes in another. Further investigation or the use of alternative statistical methods may help confirm these findings.

CORRELATION:

The Spearman's rho correlation analysis reveals a strong and statistically significant positive relationship between the

Correlations

			21. Howoften doyoufeels tressedbec auseofwor k	22. Doesworkr elatedstres simpactyo urpersonall ife
Spearman's rho	21. Howoftendoyoufeelstressedbecauseo fwork	Correlation Coefficient	1.000	.761[**]
		Sig. (2-tailed)	.	.000
		N	135	135
	22. Doesworkrelatedstressimpactyourper sonallife	Correlation Coefficient	.761[**]	1.000
		Sig. (2-tailed)	.000	.
		N	135	135

**. Correlation is significant at the 0.01 level (2-tailed).

frequency of work-related stress and its impact on personal life. The correlation coefficient is 0.761, indicating a high degree of association between the two variables. The significance value (p = 0.000) is well below the 0.01 threshold, confirming that the correlation is statistically significant at the 1% level. This suggests that as employees feel stressed more frequently due to work, they are more likely to experience negative effects in their personal lives. The strong correlation emphasizes the importance of addressing work-related stress within the organization, as it not only affects employee well-being at the workplace but also extends into their personal lives, potentially impacting overall life satisfaction and productivity. These findings highlight the need for effective stress management strategies and supportive work environments to promote better work-life balance and enhance employee wellness.

ANNOVA:

ANOVA

14. Areyousatisfiedwithworklifebalance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.002	1	.002	.003	.960
Within Groups	106.813	133	.803		
Total	106.815	134			

The ANOVA results for the variable "Are you satisfied with work-life balance" indicate that there is no statistically significant difference between the groups being compared. The F-value is 0.003 with a significance level (p-value) of 0.960, which is far above the conventional threshold of 0.05. This high p-value suggests that any variation in satisfaction with work-life balance across the groups is likely due to random chance rather than a meaningful difference. In other words, group membership does not significantly influence employee satisfaction with work-life balance in this case. The findings imply that, within the sample, perceptions of work-life balance are relatively consistent and not significantly affected by the grouping factor being analysed. Further exploration with different grouping criteria or a larger sample might be necessary to uncover any subtle differences.

Key findings:
Demographic Insights

- Most respondents were young (18–25 years, 57%), relatively new to the organization (less than 2 years of experience, 57.8%), and predominantly male (54.8%).
- Most worked in general shifts (76.3%), and were distributed across departments such as R&D (22.2%), Production (20.7%), Quality Control/Assurance (20.7%), and HR/Admin (21.5%).
- Significant Association Between Categorical Variables (Chi-Square Test):The Pearson Chi-Square value of 22.684 (p = 0.031) indicates a statistically significant association between the categorical variables analysed.

The Likelihood Ratio and Linear-by-Linear Association further support this result (p = 0.027 and 0.018 respectively), although 55% of expected cell counts were below 5, which suggests cautious interpretation.
Strong Correlation Between Work Stress and Personal Life Impact (Spearman's Correlation)
A strong positive correlation ($\rho = 0.761$, $p < 0.01$) was found between the frequency of work-related stress and its impact on personal life.
This implies that increased stress at work significantly affects employees' personal lives, emphasizing the need for effective stress management policies.
No Significant Difference in Work-Life Balance Satisfaction (ANOVA)
The ANOVA test yielded a p-value of 0.960, indicating no significant difference in satisfaction with work-life balance across the groups compared.
This suggests that perceptions of work-life balance were uniform, regardless of the group or department analysed.

V.   RECOMMENDATIONS

1. Enhance Support for Young and Less Experienced Employees: Since a large portion of the workforce is young and has less than 2 years of experience, the company should Provide structured onboarding programs and mentorship opportunities.
2. Review and Improve Work-Life Balance Initiatives: Although ANOVA showed no significant difference in work-life balance satisfaction, it also suggests a lack of standout positive experience Introduce flexible leave policies and better shift rotation systems & ensure clear communication of work-life balance policies and actively promote their use.
3. Department-Specific Interventions: Conduct department-level reviews to tailor QWL improvements & encourage cross-functional team building and feedback sessions to foster inclusiveness and shared ownership.
4. Chi-Square Data Concerns with Broader Sampling: Future studies should aim for larger and more diverse samples & consider using alternative or complementary statistical methods to validate categorical associations.

VI.   CONCLUSION

This study concludes that improving the Quality of Work Life (QWL) plays a crucial role in enhancing both employee productivity and organizational commitment across industries. When employees experience a supportive work environment—characterized by fair compensation, job security, work-life balance, growth opportunities, and effective leadership—they are more likely to be motivated, engaged, and loyal to their organization.

 The findings underscore the importance of integrating QWL initiatives into human resource strategies to foster a healthy, positive, and high-performing workplace culture.

Ultimately, prioritizing QWL not only improves individual employee outcomes but also contributes to the overall efficiency, innovation, and sustainability of the organization.

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