

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics



Master's Thesis

**EFFECT OF QUALITY OF WORK LIFE ON EMPLOYEE
PERFORMANCE**

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DIPLOMA THESIS ASSIGNMENT

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Economics and Management

Thesis title

Effect of Quality of Work Life on Employee Performance

Objectives of thesis

The thesis aims to examine how Quality of Work Life influences employee performance of TATA Consultancy Services.

To analyze the impact of demographic and other significant variables on work-life balance among employees of TATA Consultancy Services.

How factors that involve organizational culture and job satisfaction are essential for improving the workplace environment while sustaining employee productivity.

Methodology

Research Setting

This research will be conducted at the TATA Consultancy Services company in Baroda, city in Gujarat, India. The scope of the research would be confined to the TCS company.

Research Design

This research will rely on quantitative data collection and analysis. The quantitative method involves analysing data using descriptive statistics. SPSS software version 20.0 will be used to analyse frequency tables and graphs for easier interpretation. Multiple regression analysis will be used to examine relationship between other factors.

Population of Study

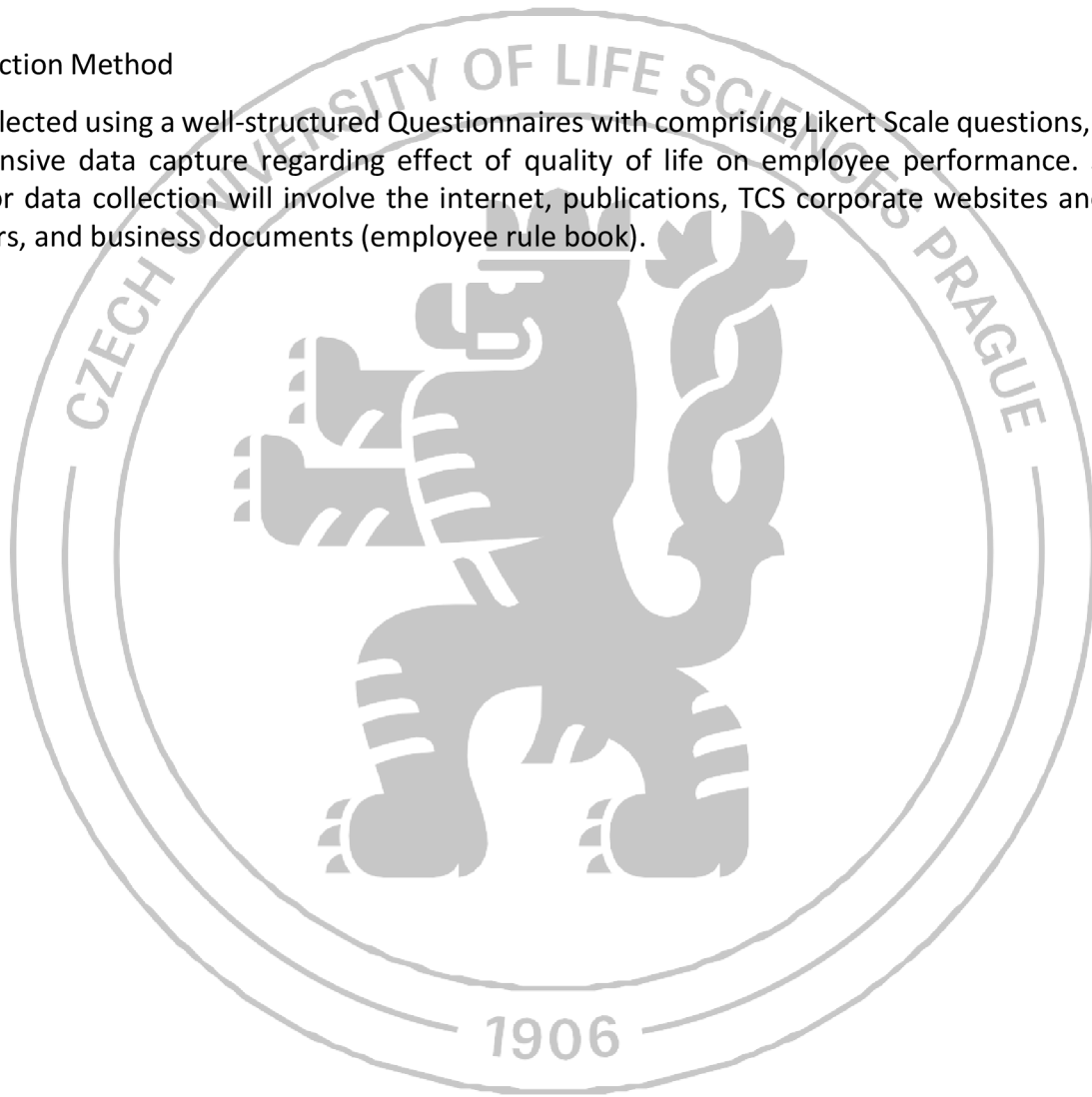
This research will focus on 278 TCS employees across various departments within TCS.

Sample and Sampling Techniques

Convenience sampling was selected as the sampling strategy owing to its practicality and efficiency in accessing the target population within the organization. Data collection method was via Google form (online form).

Data Collection Method

Data is collected using a well-structured Questionnaires with comprising Likert Scale questions, ensuring comprehensive data capture regarding effect of quality of life on employee performance. Secondary sources for data collection will involve the internet, publications, TCS corporate websites and monthly newsletters, and business documents (employee rule book).



The proposed extent of the thesis

70-75

Keywords

Quality of Work Life, Employee Performance, Work Environment, Well-being, Organizational Effectiveness, job Satisfaction, Employee Engagement

Recommended information sources

- Sirgy, M., Reilly, N. P., Wu, J. & Efraty, D., 2008. A work-life identity model of well-being: Towards a research agenda linking Quality-of-Work-Life (QWL) programs with Quality of Life (QOL). *Applied Research in Quality of Life*, Volume 3, p. 181–202.
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Chapter 1 Expected date of thesis defence

2023/24 WS – PEF

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Declaration

I declare that I have worked on my master's thesis titled " Effect of Quality of Work Life on Employee Performance." by myself and I have used only the sources mentioned at the end of the thesis. As the author of the master's thesis, I declare that the thesis does not break any copyrights.

In Prague on 31st March 2024

Acknowledgement

I Want to extend my sincere gratitude and appreciation to my supervisor **Doc. Ing. Irena Jindrichovska** from the department of Trade and Finance who guided me throughout the process and acknowledge me with practical working experiences. And I wish to show my appreciation to Ing. Bohuslava Boučková, C Sc for guiding me with the thesis details. Without the assistance, direction, and encouragement of my husband Ing. Yogiraj Bhavsar I could not have been completed my thesis project. I would like to express my sincere gratitude to every one of them for their priceless efforts

EFFECT OF QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE

Abstract

This study explores the relationship between the quality of work life (QWL) and employee performance. The aim is to uncover the impact of the work environment and satisfaction on organizational effectiveness. Given the current emphasis on creating a favorable work environment, this research conducts a comprehensive literature review, examining historical perspectives in conjunction with current knowledge on QWL and employee performance. The study employs a mixed-methods approach, including quantitative and qualitative analysis in diverse organizational settings. Expected contributions include practical insights for organizational leaders and fostering discussion in academic and practical domains. The authors acknowledge methodological limitations in quantifying results. The study seeks to provide detailed guidelines for optimizing QWL and improving employee performance in the evolving environment of modern workplaces.

Keywords: Quality of Work Life, Employee Performance, Work Environment, Well-being, Organizational Effectiveness, job Satisfaction, Employee Engagement.

Vliv kvality pracovního života na výkonnost zaměstnanců.

Abstrakce

Tato studie zkoumá vztah mezi kvalitou pracovního života (Quality of work life - QWL) a výkonností zaměstnanců. Cílem je odhalit dopad pracovního prostředí a spokojenosti na efektivnost organizace. Vzhledem k současnému důrazu na vytváření příznivého pracovního prostředí provádí tato výzkumná práce komplexní literární rešerši, ve které zkoumá historické perspektivy ve spojení se současnými poznatky o QWL s výkonností zaměstnanců. Studie používá kombinovanou metodologii, která zahrnuje kvantitativní a kvalitativní analýzu v různorodých organizačních prostředích. Očekávané přínosy zahrnují praktické poznatky pro vedoucí pracovníky organizace a podporuje diskusi v akademických, a v praktických oblastech. Autoři jsou si vědomi metodologických omezení v kvantifikaci výsledků. Studie se snaží poskytnout detailní pokyny k optimalizaci QWL a ke zlepšení výkonnosti zaměstnanců v měnícím se prostředí moderních pracovišť.

Klíčová slova: *Kvalita pracovního života, výkonnost zaměstnanců, pracovní prostředí, pohoda, organizační účinnost, spokojenost na pracovišti, zapojení zaměstnanců, řízení lidských zdrojů.*

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1. Introduction

An organization, whether a business or an industrial enterprise, requires resources such as money, material, machinery, and personnel for its sustenance and growth. The effective combination of these factors determines the success or failure of the organization. Managing the human aspect, or the workforce, proves to be a particularly challenging task for organizational management. The term 'men' in the organizational context refers to the employees who have played a significant role in contributing to organizational goals throughout history. When assessing organizational effectiveness and efficiency, the management must give due consideration to its workforce, as attracting, recruiting, motivating, and retaining employees is crucial. Modern organizations need to exhibit flexibility to develop their workforce and cultivate commitment. A conducive work environment is essential for employees to contribute their maximum to the organization. Satisfied, happy, and hardworking employees are invaluable assets to any organization, playing a substantial role in its productivity and profitability. (Hosie & Nankervis, 2016)

The work environment significantly influences employee efficiency and satisfaction. A safe work environment is foundational for employees to find enjoyment in their work without compromising their health. Both physical and psychological conditions of work continuously impact work performance. Recognizing this, there is an increasing awareness of the need to enhance the overall work environment to address behavioural problems related to performance, morale, and absenteeism. Examining the evolution of attitudes towards employees and their work reveals a journey from the 'technical dimension' of work to the 'human dimension' of work. (Hosie & Nankervis, 2016)

Since the Industrial Revolution, work has been perceived as a highly organized human activity. The introduction of the 'scientific management of work' aimed to increase productivity by rationalizing work organization. This approach assumed that workers are primarily economic beings and that providing good remuneration, incentives, and proper supervision would ensure optimal performance. The subsequent evolution of bureaucratic forms of organizations introduced principles such as division of work, hierarchy, safe decision-making, and proper methods and channels. These changes, often associated with early management principles, marked a shift towards a more organized and systematic approach to human work.

Significance of an effect of Quality of Work Life on Employee Performance

The significance of the study lies in understanding the effect of quality of work life on employee performance, reflecting a paradigm shift in the priorities of the modern workforce. Initially, employees sought liberation from basic needs, but they now prioritize a conducive work environment and opportunities for professional growth over mere financial rewards (Hon & Chan, 2013). However, conventional human resource development methods have proven inadequate in addressing the complexities of contemporary organizations

and societies. Thus, there is a growing realization of the pivotal role of enhancing the quality of work life in making jobs more fulfilling and productive (Hon & Chan, 2013).

Strategies such as job enrichment, job design, and role interventions have emerged to improve the quality of work life, reflecting an acknowledgment of the changing dynamics of the workplace (Hon & Chan, 2013). In today's environment, characterized by frequent career changes and talent retention challenges, understanding the impact of quality of work life on employee performance is critical (Deguchi, et al., 2017). Despite advancements in industrialized economies leading to higher wages and safer working conditions, there is a rise in work intensity and a decrease in employee autonomy, impacting overall job satisfaction (Deguchi, et al., 2017).

The contemporary workplace faces evolving attitudes toward work-life balance and technological advancements, necessitating tailored work arrangements and democratized leadership (Aguinis & Pierce, 2008). Consequently, there is an increased pressure on employees to achieve more with limited resources, underscoring the importance of understanding the influence of quality of work life on employee performance (Aguinis & Pierce, 2008).

Recognizing the significance of enhancing the quality of work life, concepts like human relations management and job enrichment have gained prominence (Aguinis & Gottfredson, 2011). The concept of Quality of Work Life (QWL) serves as a crucial tool for attracting and retaining talent, fostering engagement, and driving organizational performance (Hosie & Nankervis, 2016). By addressing psychological growth needs such as autonomy and feedback, organizations can achieve a high-quality work life, leading to improved employee satisfaction and organizational effectiveness (Hosie & Nankervis, 2016).

2. Objectives & Methodology

2.1 Objectives

The primary objective is to assess the impact of Quality of Work Life (QWL) on employee performance within the context of TATA Consultancy Services, with a focus on understanding the key factors influencing QWL and their implications for performance outcomes.

- To examine how Quality of Work Life influences employee performance of TATA Consultancy Services.

- To analyze the impact of demographic and other significant variables on work-life balance among employees of TATA Consultancy Services.
- How factors that involve organizational culture and job satisfaction are essential for improving the workplace environment while sustaining employee productivity at TATA Consultancy Services.

This study aims to contribute to the existing body of knowledge on QWL and its impact on employee performance, providing actionable insights for organizational leaders and human resource practitioners to optimize workplace strategies and policies, ultimately leading to improved employee satisfaction, engagement and performance.

Research Hypothesis

Hypothesis

H0: There is no significant impact of gender on Work Life Balance

H0: There is no significant impact of Age on Work Life Balance

H0: There is no significant impact of Income on Work Life Balance

H0: There is no significant impact of Education on Work Life Balance

H0: There is no significant impact of Experience on Work Life Balance

H0: There is no significant impact of work environment , work life balance, job satisfaction, employee well being on Employee Performance

2.2 Research Methodology

The research was conducted to understand the intricate dynamics between demographic factors, work-life balance, and employee performance within Tata Consultancy Services (TCS) in Baroda. The study employed a quantitative approach, utilizing a convenience sampling method to select participants from the TCS Baroda sampling area. The sample size comprised 278 individuals, and data collection was facilitated through a well-structured questionnaire, encompassing Likert scale questions alongside demographic inquiries.

Upon collection, the data underwent rigorous analysis utilizing SPSS version 20.0. Various statistical techniques were employed to elucidate the relationships between different variables. The analysis encompassed Independent Sample t-tests to assess the impact of gender on work-life balance, One-way ANOVA to understand the effects of age, income, and experience on work-life balance, and Multiple Regression analysis to discern the impact of work environment, employee well-being, job satisfaction, and work-life balance on employee performance. The findings from these analyses were subsequently synthesized to draw meaningful insights regarding the factors influencing job performance within TCS Baroda.

The One-way ANOVA equation used in the study is:

$$Y_{ij} = \mu + \alpha_i + \varepsilon_{ij}$$

Where:

- Y_{ij} represents the observed value of work-life balance for individual j in group i .
- μ is the overall mean work-life balance across all groups.
- α_i is the effect of group i (age, income, or experience) on work-life balance.
- ε_{ij} is the error term representing random variability and individual differences not accounted for by the independent variable.

The significance of the study lies in its potential to offer actionable insights to the management of TCS, aiding them in recognizing and addressing the factors that significantly impact job performance. By understanding the nuanced relationships between demographic factors, work-life balance, and employee performance, TCS can formulate targeted strategies to enhance employee satisfaction, productivity, and overall organizational effectiveness. Moreover, the utilization of advanced statistical techniques such as t-tests, ANOVA, and Multiple Regression underscores the rigor and validity of the findings, further enhancing their applicability and relevance in the organizational context.

In accordance with the chosen research design, data will be gathered through the utilization of self-structured closed-ended questionnaires. The rationale behind selecting a self-structured questionnaire lies in its inherent flexibility, enabling the collection of data pertaining to various research phenomena from a diverse pool of respondents. This approach was adopted to ensure a comprehensive understanding of the variables under scrutiny, particularly in the context of hypothesis examination and the elucidation of their interrelationships. To effectively capture the perspectives of the participants regarding the research inquiries posed, a questionnaire was devised encompassing demographic information.

2.3 Literature Review

(Bataineh, 2019) provides a comprehensive outlook by encompassing an individual's sentiments about various work dimensions. This includes economic rewards, benefits, security, working conditions, and interpersonal relations. By offering a holistic view, Guest's definition acknowledges the intricate interplay between personal and professional facets of the work experience, laying a foundation for a nuanced understanding of QWL.

(Anitha, 2014) emphasizes collaboration and mutual respect in defining it as a process of joint decision-making between management and employees. This definition underscores the significance of cooperation and positive interactions between these two essential stakeholders in shaping the overall quality of work life. It positions QWL as an ongoing and cooperative effort, where joint decision-making becomes a key driver of positive workplace dynamics.

(Aima, et al., 2017) definition of QWL delves into the quality of the relationship between employees and the total working environment. It highlights the creation of conditions that foster individual learning, development, and control over one's work. This definition places emphasis on providing employees with engaging and meaningful tasks, aligning personal satisfaction with valued rewards. Davis's perspective sets the stage for a holistic approach to QWL, connecting the well-being of individuals to the broader organizational context.

(Ekundayo, 2018) expanded the conceptualization of QWL by introducing two pivotal aspects. First, they incorporated a concern about the impact of work on individuals and organizational effectiveness. Second, they defined QWL as a process facilitating active participation in organizational decision-making. This definition broadens the understanding of QWL beyond individual experiences, emphasizing collective involvement in shaping the work environment and outcomes.

(Diamantidis & Chatzoglou, 2019) perspective on QWL aims to transform the workplace climate, emphasizing the human-technological-organizational interface. This definition underscores the importance of cultivating a positive and collaborative work atmosphere. By focusing on improving this interface, Luthans highlights the potential for enhancing the quality of work life through a holistic and positive organizational climate.

(Conway, 1996) approach to QWL in 1983 introduces a general and an organizational perspective. The general approach encompasses factors affecting workers' physical, social, economic, psychological, and cultural well-being. In contrast, the organizational approach emphasizes the redesign of organizations in alignment with democratic values. This definition provides a comprehensive framework that considers both individual and structural dimensions of QWL.

(Charbonnier-Voirin & Roussel, 2012) conceptualized QWL as employee satisfaction derived from various needs met through resources, activities, and outcomes resulting from workplace participation. This definition introduces a holistic view by connecting employee satisfaction not only with tangible resources but also with engagement in work activities and the resultant outcomes. It reflects a contemporary understanding of QWL that goes beyond traditional notions of rewards.

(Campbell & Wiernik, 2015) definition underscores the commitment of management and unions to support localized activities and experiments enhancing employee participation in improving work. This approach involves union-management committees, and facilitators, and necessitates education about work goals through training and group processes. Maccoby's definition acknowledges the role of collective efforts in shaping QWL, emphasizing the need for collaborative initiatives between management and unions.

(Kalia & Bhardwaj, 2019) definition of QWL incorporates opportunities for employees to exercise talents, face challenges, understand their role in achieving overall goals, and take pride in their work. This definition adds a psychological dimension by emphasizing the importance of personal fulfilment, independence, and a

sense of accomplishment. Serey TT's perspective highlights the multifaceted nature of QWL, acknowledging the importance of intrinsic motivation and personal satisfaction in the workplace.

(Kahya, 2007) definition of Quality of Work Life (QWL) extends beyond the conventional boundaries of the workplace. They posit QWL as the effectiveness of the work environment that transcends organizational and personal needs. This holistic perspective underscores the interconnectedness between the work environment and the values of employees. The emphasis is on promoting not just professional growth but also better health, job security, job satisfaction, competency development, and achieving a harmonious balance between work and non-work life. This definition positions QWL as a dynamic force shaping the well-being of employees across various facets of their lives.

3. Theoretical Part

3.1 The Concept on an effect of Quality of Work Life:

The concept of Quality of Work Life (QWL) emerges as a valuable tool for managers aiming to attract and engage talented individuals, foster a culture of high involvement, and enhance organizational performance. Psychological growth needs, including skill variety, task identity, task significance, autonomy, and feedback, are considered crucial for achieving a high-quality work life. The term 'quality of work life' originated in the late 1960s in the United States, addressing subpar workplace conditions. Over the past four decades, the concept has evolved, with the current definition emphasizing the dual objectives of employee fulfillment and organizational effectiveness. (Hosie & Nankervis, 2016)

Initially viewed as just one variable contributing to organizational effectiveness, the modern perspective positions quality of work life as integral to organizational success. Embracing humanistic values and democratic principles, the approach requires a long-term commitment and the wholehearted support of all management levels and unions. It is not intended as a substitute for collective bargaining but rather seeks to establish a new realm of consultation between labor and management on issues that defy easy resolution. The purpose of management extends beyond hiring and firing, focusing on improving the productive contributions of individuals in ways that are strategic, ethical, and socially responsible. The quality of work life approach emerges as a comprehensive and forward-looking strategy for enhancing performance and productivity in the contemporary industrial world. (Hon & Chan, 2013)

The concept of Quality of Work Life is far from a standardized, one-size-fits-all solution for organizational challenges. Each organization must craft a bespoke approach tailored to its unique needs. Prioritizing a high quality of work life emerges as a potent strategy not only for attracting and retaining talented staff but also for fostering improved job performance. (Kotur & Anbazhagan, 2014)

Originating in a 1972 international conference at Arden House, New York, the term 'quality of working life' was coined to amalgamate diverse perspectives into the design of work systems and the overall work environment. Since then, this concept and its dimensions have gained prominence in numerous countries.

Regional interpretations vary—Scandinavia underscores the working environment and workplace democratization, France and French-speaking countries focus on enhancing working conditions, and socialist countries often refer to it as 'workers protection.' Nevertheless, the English concept of quality of work life is broadly understood globally. Some perceive it as a happiness program, others as a subtle employee incentive, and still, others as a productivity tool. Terms like work improvement, work humanization, and job enrichment have been used interchangeably with quality of work life, although it encompasses a much broader spectrum of ideas. (Inuwa, 2016)

Walton's model:

Quality of Work Life (QWL) encompasses both physical and psychological aspects of an individual's work experience, with objective measures focusing on tangible factors like pay, working hours, and job security, while subjective measures gauge intangibles such as job satisfaction and personal fulfillment. Ramawickrama et al. (2018) underscored the interconnectedness of these indicators, emphasizing their profound impact on work performance. Walton's seminal model from 1975 continues to serve as a foundational framework in QWL research, outlining eight dimensions crucial for understanding and improving work life, including fair compensation, a safe working environment, and opportunities for career growth. Sabonete et al. (2021) echoed Walton's assertion that addressing these dimensions can significantly enhance both professional satisfaction and overall well-being. Demir (2011) further emphasized the enduring relevance of Walton's model in assessing QWL, despite evolving organizational dynamics. A comprehensive approach to enhancing QWL requires a balance between objective and subjective measures, with frameworks like Walton's offering valuable insights into fulfilling employees' fundamental needs.

3.1.1 Techniques to Enhance Work Life Quality

Organizations recognize the pivotal role of employees in establishing and sustaining a competitive edge, prompting the formulation of strategies aimed at enhancing the Quality of Work Life (QWL) within the workplace. These initiatives are designed to instill a sense of engagement, responsibility, commitment, and unity among employees, fostering an environment conducive to improved QWL. Job enrichment and redesign, involving the augmentation of task complexity and job dimensions, are implemented to make roles more motivating and satisfying for employees. Flexibility in work schedules, such as adopting flexitime, acknowledges the evolving nature of job roles and contributes to increased work quality and quantity while promoting a healthier work-life balance. (Peterson, et al., 2003)

Ensuring job security is paramount, as it alleviates employee concerns and minimizes productivity loss stemming from job insecurity-related stress. Implementing suggestion systems empowers employees by providing a platform for candid opinions and suggestions, granting them a voice in organizational initiatives.

Autonomous or self-managed work teams promote minimal top-management interference, allowing teams to choose their members, leaders, and work methodologies. Opportunities for unbiased growth should be facilitated, aligning with employee aspirations.

Emphasizing administrative or organizational justice ensures fair processes and decisions, avoiding discrimination and favoritism. Encouraging employee participation across all organizational processes fosters ownership and commitment. Open and transparent communication mitigates misinformation and contributes to enhanced QWL by reducing grapevine communication. Family-friendly programs, introduced collaboratively with employees, support work-life balance. (Hosie & Nankervis, 2016)

Investing in diverse training programs improves both job-related skills and behavioral aspects, enhancing growth opportunities. Quality supervision is crucial, as supervisors should be attuned to their subordinates' needs, acknowledging contributions, and recognizing long-term commitment. Effective change management is vital in handling organizational transitions, with clear communication about the benefits of change fostering employee acceptance. Prioritizing diversity and inclusion through management practices enables individuals from varied backgrounds to contribute unique skill sets, fostering creativity, productivity, and positivity within organizations.

3.2 Work-Life Balance Initiatives and Employee Productivity

This topic explores how initiatives aimed at balancing work and personal life can impact employee productivity, considering factors such as flexible scheduling, telecommuting options, and family-friendly policies.

3.3 Job Satisfaction and Employee Performance:

This topic delves into the correlation between job satisfaction levels and the performance of employees, examining how aspects of the work environment contribute to job satisfaction and, in turn, influence performance outcomes.

3.4 Navigating Employee Performance: Perspectives and Dynamics in a Changing Landscape

This comprehensive overview delves into the multifaceted realm of employee performance, scrutinizing it through three pivotal lenses: Individual Differences, Situational Perspectives, and Performance Regulation. The Individual Differences perspective underscores the diverse factors shaping individual performance, while the Situational Perspective explores environmental influences and motivational theories. The Performance Regulation Perspective zooms in on the dynamic nature of performance as an action process, emphasizing task approach and problem-solving efficacy.

In the contemporary work milieu, marked by globalization, technological advancements, and evolving teamwork dynamics, employee performance undergoes profound shifts. Globalization demands adept handling of diversity, while rapid technological evolution necessitates a proactive approach and continuous learning. Teamwork's effectiveness hinges on individual performance, emphasizing nuanced organizational strategies. Proactivity emerges as a defining trait, anticipating challenges and contributing to organizational citizenship behavior. Continuous learning becomes integral, transcending from a prerequisite to an embedded aspect of the performance process. (Khatri & Behl, 2013)

Work Life Balance, a crucial component of contemporary employment dynamics, is intricately influenced by a myriad of factors falling under Individual, Organizational, Societal, and Other categories. Poulouse and N. Sudarshan's (2018) model provides a comprehensive framework for understanding the nuanced elements impacting Work Life Balance. (Hosie & Nankervis, 2016)

3.5 Advantages of Quality of Work Life (QWL)

Quality of Work Life (QWL) significantly influences employee performance, serving as a cornerstone for organizational success and longevity. A positive QWL cultivates greater job satisfaction among employees, fostering a sense of fulfillment and contentment in their roles. This satisfaction translates into heightened motivation and dedication to their work, resulting in increased levels of engagement and productivity. When employees feel valued and supported by their organization, they are more inclined to invest their time and effort into achieving organizational goals, thereby contributing to improved overall performance.

Additionally, QWL initiatives play a pivotal role in promoting a healthy work-life balance for employees. By offering flexible work arrangements, such as telecommuting options or adaptable schedules, organizations empower employees to effectively manage their professional obligations while attending to personal commitments. This balance reduces stress and mitigates the risk of burnout, allowing employees to maintain a sustainable level of energy and enthusiasm in their work. Consequently, employees are better equipped to focus on tasks and projects, leading to heightened levels of performance and efficiency within the organization.

In addition to fostering job satisfaction and promoting work-life balance, QWL initiatives contribute to the development of a supportive and inclusive organizational culture. When organizations prioritize employee well-being and satisfaction, they create an environment where employees feel valued, respected,

and empowered. This positive culture fosters stronger interpersonal relationships and collaboration among team members, facilitating teamwork and cooperation in achieving common objectives. As a result, employees are more likely to work cohesively towards shared goals, thereby enhancing overall performance and productivity within the organization.

3.6 Problem Statement

The topic "Quality of Work Life (QWL) and its Impact on Employee Performance" investigates the correlation between QWL factors and employee performance within organizational contexts. This research delves into understanding how various aspects of QWL, such as job satisfaction, work-life balance, organizational culture, and employee well-being, influence overall employee performance outcomes. By exploring this topic, researchers aim to uncover the mechanisms through which QWL factors contribute to enhancing or hindering employee productivity and job effectiveness. Furthermore, this research seeks to identify potential strategies and interventions that organizations can implement to improve QWL and subsequently enhance employee performance levels. Understanding the intricate relationship between QWL and employee performance is critical for organizations striving to create conducive work environments that promote employee engagement, satisfaction, and overall organizational success.

3.7 Problem Summary

At the core of research on "Quality of Work Life (QWL) and its Impact on Employee Performance" lies the intricate interplay between organizational dynamics and employee well-being, directly shaping the effectiveness and success of organizations. Organizations grapple with the challenge of comprehending and addressing the multifaceted nature of QWL, which encompasses diverse dimensions such as job satisfaction, work-life balance, and organizational support. Each of these dimensions exerts a distinct influence on employee performance, necessitating a comprehensive assessment and management of QWL factors to optimize performance outcomes effectively. Recognizing the interconnectedness of various aspects of QWL is crucial for organizations seeking to enhance employee well-being and performance.

Organizations face the significant challenge of maintaining and sustaining positive Quality of Work Life (QWL) outcomes over time. While short-term QWL initiatives may yield initial improvements in employee performance, sustaining these gains necessitates ongoing commitment and investment from organizational leadership. It is crucial for organizations to recognize that fostering a positive QWL requires long-term strategic planning and continuous effort. This involves regularly assessing the effectiveness of existing QWL initiatives, identifying areas for improvement, and implementing strategies to address evolving employee needs. Moreover, organizations must adapt QWL initiatives to accommodate changing workforce

demographics, technological advancements, and shifting organizational priorities. By remaining flexible and responsive to these changes, organizations can ensure the continued effectiveness of QWL initiatives in enhancing employee performance and well-being.

Organizations encounter challenges in fostering a culture of accountability and responsibility regarding QWL initiatives. Organizational leaders and managers play a pivotal role in driving QWL efforts and must take ownership of promoting employee well-being and performance. This necessitates cultivating a culture of transparency, communication, and collaboration within the organization. Leaders should actively engage with employees to understand their concerns and perspectives, encourage open dialogue, and involve them in decision-making processes related to QWL initiatives. By fostering a sense of ownership and accountability among employees, organizations can empower them to actively contribute to the development and implementation of QWL initiatives, thereby enhancing their effectiveness and impact.

Furthermore, organizations must navigate the challenge of balancing QWL initiatives with broader organizational goals and objectives. While prioritizing employee well-being is essential for enhancing performance and organizational success, it is equally important to ensure that QWL initiatives align with broader strategic objectives. This requires organizations to strike a delicate balance between addressing immediate employee needs and fostering a culture of performance excellence. Organizations should integrate QWL initiatives into their overall strategic planning process, aligning them with key organizational priorities and values. By embedding QWL considerations into the organizational culture and strategic decision-making processes, organizations can create synergy between QWL efforts and broader organizational goals, ultimately driving long-term sustainability and competitiveness.

4. Practical Part

4.1 Research Questions

The research questions have been specified as:

- How does the perceived quality of work-life balance influence employee performance across different industries and organizational structures?
- What specific aspects of quality of work life (e.g., job satisfaction, work environment, organizational culture) have the most significant impact on employee performance, and how do they vary across different demographics (e.g., age, gender, job level)?
- To what extent do interventions aimed at enhancing quality of work life (such as flexible work arrangements, wellness programs, or leadership development initiatives) correlate with improvements in employee performance, and what are the underlying mechanisms driving these correlations?
- How do variations in national cultures and societal norms affect the relationship between quality of work life and employee performance, and what implications do these differences have for multinational organizations in managing their workforce?

4.2 Data collection

The data collection process for this study involved the administration of a well-structured questionnaire to participants at TCS Baroda. The questionnaire consisted of Likert scale questions, allowing respondents to express their opinions and attitudes on various aspects related to the study's objectives. Additionally, demographic questions were included to gather information about the participants' background and characteristics. The sampling method employed for this study was convenience sampling, whereby participants were selected based on their availability and willingness to participate. Convenience sampling was chosen due to its practicality and efficiency in accessing a specific population within the TCS Baroda location. The sample size for this study consisted of 278 respondents, providing an adequate representation of the target population within the organizational setting. Overall, the data collection process was designed to gather comprehensive insights into the research variables while ensuring practicality and feasibility within the chosen sampling area and method.

4.3 Study population and sample size

The study population for this research comprises employees at TCS Baroda. Specifically, the participants selected for the study are individuals working within the TCS Baroda location. The sample size for this study is 278 respondents, representing a subset of the total employee population at TCS Baroda. The sample size of 278 was determined based on the feasibility of data collection within the organizational setting and the requirements for achieving statistically significant results. While the study population encompasses all employees at TCS Baroda, the sample size of 278 provides a manageable yet representative group for conducting the research and drawing meaningful conclusions about

the attitudes and opinions of employees regarding the study's variables.

4.4 Tools used for data collection.

1. Surveys: Structured surveys will be designed to quantitatively measure various aspects of quality of work life and employee performance. Likert-scale questions will assess factors such as job satisfaction, work-life balance, organizational support, and perceived performance indicators. These surveys will be administered electronically to ensure efficient data collection and analysis.

2. Interviews: Semi-structured interviews will be conducted to gather qualitative insights into participants' experiences and perceptions. A set of open-ended questions will allow for in-depth exploration of topics related to work-life quality and its impact on performance. Interviews will be recorded and transcribed to facilitate detailed analysis and interpretation of the qualitative data.

3. Organizational Performance Data: Internal organizational data, such as project completion rates, client satisfaction scores, and productivity metrics, will be accessed to provide objective indicators of employee performance. These data will be analyzed alongside the survey and interview findings to identify correlations and patterns.

4. TCS Internal Data: Leveraging internal data from TCS, such as employee performance records and feedback mechanisms, will offer additional insights specific to the organization. This may include access to performance appraisal systems, employee engagement surveys, and other relevant datasets that can enrich the analysis and provide a more comprehensive understanding of the relationship between quality of work life and employee performance within TCS.

4.5 Data Analysis

This research is conducted within the organizational context of Tata Consultancy Services (TCS) in Baroda, India.

QUANTATIVE DATA

QUESTIONNAIRE

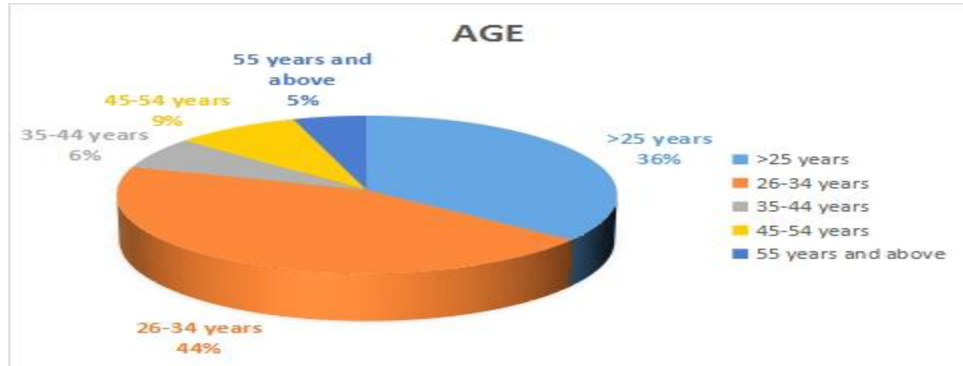
Demographic Information:

Table:1 Age of participants

	Percent
>25 years	35.5
26-34 years	44.4
35-44 years	6.5
45-54 years	8.6
55 years and abve	5.0
Total	100.0

Source: Own processing 2024

GRAPH:1 Age of participants



Source: Own processing 2024

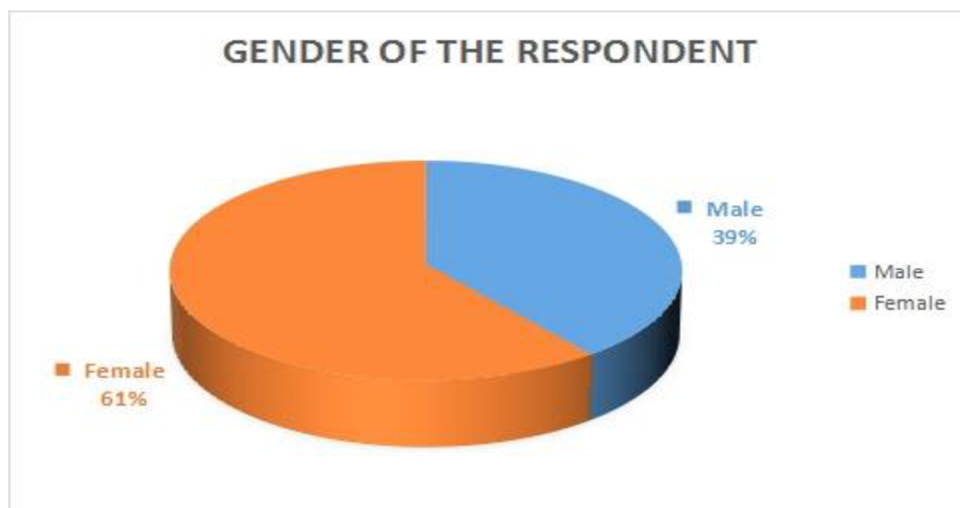
Analysis: The data illustrates the demographic distribution of respondents categorized by age groups. The majority of respondents, comprising 44.4%, fall within the age range of 26 to 34 years, indicating a significant presence of individuals in the prime of their adulthood. Following closely behind, 35.5% of respondents are aged over 25 years, reflecting a diverse representation of young adults. Meanwhile, respondents aged between 45 to 54 years and those aged 55 years and above constitute 8.6% and 5.0% respectively, suggesting a smaller but notable presence of older participants. The age group of 35 to 44 years comprises a relatively modest proportion at 6.5%. Overall, this distribution provides valuable insights into the age diversity among the respondents, offering a nuanced understanding of the sample population.

Table:2 Gender of the Respond

		Percent
Valid	Male	39.4
	Female	60.6
	Total	100.0

Source: Own processing 2024

GRAPH:2 Gender of the Respond



Source: Own processing 2024

Analysis:

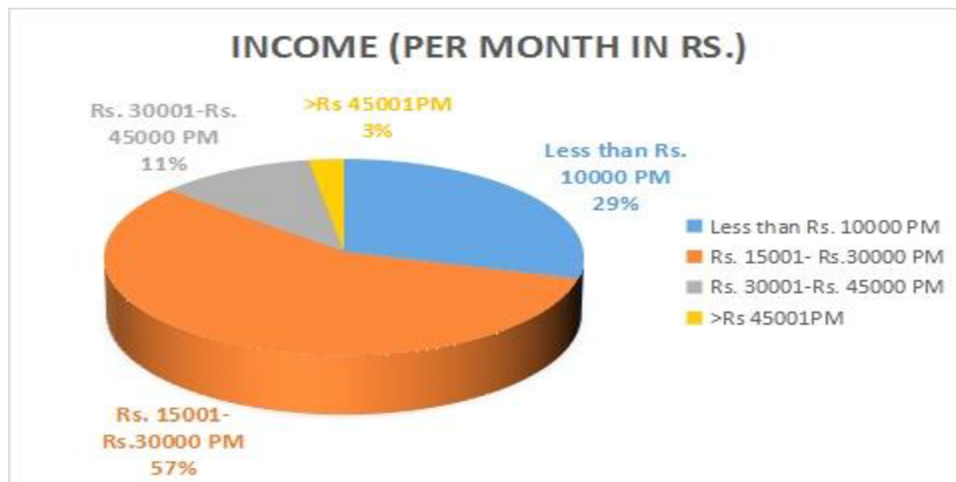
The data reveals the distribution of respondents' gender and their reported monthly income. Among the participants, 39.4% identified as male, while a majority, constituting 60.6%, identified as female, indicating a slightly higher representation of female respondents in the survey. Regarding monthly income, most respondents did not disclose specific income brackets. However, among those who did report their income, a significant portion fell within the bracket of Rs. 15001 to Rs. 30000 per month. This bracket constituted the primary income range reported by the participants. Additionally, a notable proportion of respondents reported incomes greater than Rs. 45001 per month, though the exact percentage within this category was not provided. This data underscores the importance of considering gender diversity and income distribution in understanding the demographics of the surveyed population.

Table:3 Income (per month in Rs.)

		Percent
Valid	Less than Rs. 10000 PM	29.4
	Rs. 15001- Rs.30000 PM	57.0
	Rs. 30001-Rs. 45000 PM	11.1
	>Rs 45001PM	2.5
	Total	100.0

Source: Own processing 2024

GRAPH:3 Income (per month in Rs.)



Source: Own processing 2024

Analysis: The data reveals the distribution of respondents' monthly income across different brackets and their corresponding education levels. A significant portion, accounting for 57.0% of the sample, reported incomes ranging from Rs. 15001 to Rs. 30000 per month, indicating a moderate-income bracket. Additionally, 29.4% reported earnings below Rs. 10000 per month, while 11.1% fell within the Rs. 30001 to Rs. 45000 brackets, representing higher earners. A minority, constituting 2.5%, reported incomes exceeding Rs. 45001 per month. Although specific percentages for education levels were not provided, respondents displayed a range of educational backgrounds, from high school to advanced degrees. This comprehensive insight highlights both income distribution and educational diversity among the surveyed population, offering valuable socioeconomic perspectives.

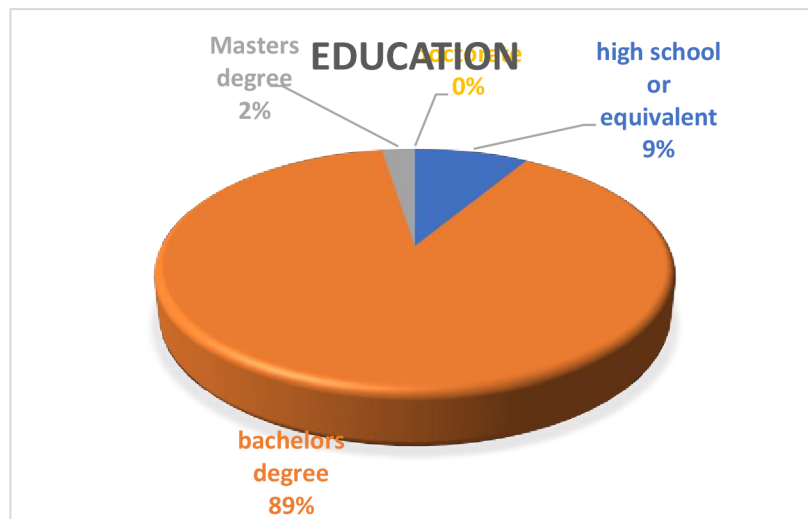
Table:4 Education

Education

	Percent
Valid high school or equivalent	8.6
bachelors degree	88.9
Masters degree	2.5
doctorate	0.0
Total	100.0

Source: Own processing 2024

GRAPH:4 Education



Source: Own processing 2024

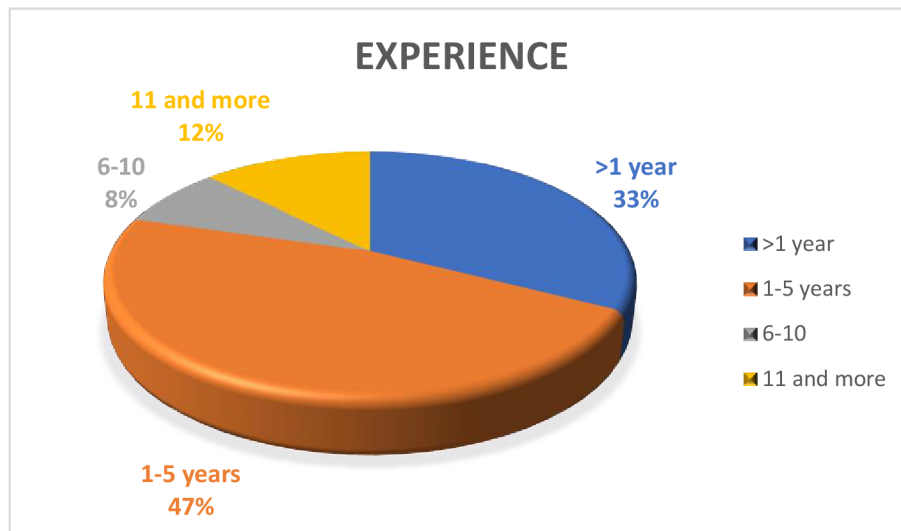
Analysis: In the realm of education, a diverse distribution is evident across different attainment levels. While a notable 88.9 percent of individuals have achieved a bachelor's degree, indicating a significant proportion with undergraduate qualifications, only a smaller fraction, accounting for 2.5 percent, have pursued and attained a master's degree. Interestingly, no individuals within the surveyed population have obtained a doctorate, suggesting a lack of representation at the highest academic level. Furthermore, approximately 8.6 percent of respondents have attained a high school diploma or its equivalent. These findings portray a varied educational landscape, showcasing a predominant emphasis on bachelor's level education while revealing room for growth and attainment at advanced academic levels.

Table:5 Experience

Experience		Percent
Valid	>1 year	32.6
	1-5 years	47.0
	6-10	7.9
	11 and more	12.5
	Total	100.0

Source: Own processing 2024

GRAPH:5 Experience



Source: Own processing 2024

Analysis: In terms of professional experience, the distribution among respondents showcases a varied landscape. Approximately 32.6 percent have garnered over a year of experience, while a notable 47.0 percent fall within the range of 1 to 5 years of experience. A smaller fraction, constituting 7.9 percent, boasts 6 to 10 years of experience, with 12.5 percent having amassed 11 or more years in their respective fields. These findings illuminate the diverse range of experience levels within the surveyed population, highlighting a significant proportion with moderate experience spanning from 1 to 5 years.

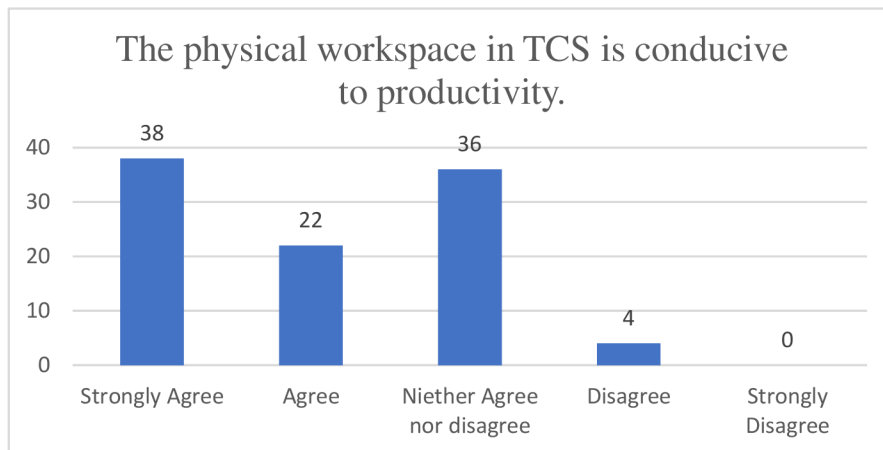
1. Work Environment:

Table:6 The physical workspace in TCS is conducive to productivity.

		Percent
Valid	Strongly Agree	38
	Agree	22
	Neither Agree nor disagree	36
	Disagree	4
	Strongly Disagree	0
	Total	100.0

Source: Own processing 202

GRAPH:6 The physical workspace in TCS is conducive to productivity.



Source: Own processing 2024

Analysis: The physical workspace within TCS is perceived to significantly impact productivity, as indicated by the responses gathered. Among respondents, a substantial 38 percent strongly agree that the environment fosters productivity, while an additional 22 percent express agreement with this sentiment. Conversely, only 4 percent disagree with the notion, with no respondents strongly disagreeing. Notably, 36 percent neither agree nor disagree, suggesting a sizable portion of individuals who remain neutral about the workspace's impact on productivity. These findings underscore the significance of the physical work environment in influencing employees' perceived effectiveness and highlight the need for continuous attention to workspace optimization to enhance productivity within TCS.

Table:7 There is clear communication from management regarding organizational goals and objectives.

		Percent
Valid	Strongly Agree	38
	Agree	31
	Niether Agree nor disagree	30
	Disagree	1
	Strongly Disagree	0
	Total	100.0

Source: Own processing 2024

GRAPH:7 There is clear communication from management regarding organizational goals and objectives.



Source: Own processing 2024

Analysis: Management's communication regarding organizational goals and objectives is perceived positively by respondents, with the majority expressing agreement with the clarity of communication. Notably, 38 percent strongly agree that management effectively communicates these goals and objectives, while an additional 31 percent agree with this sentiment. A significant portion, comprising 30 percent, neither agrees nor disagrees, suggesting a level of uncertainty or neutrality regarding the clarity of communication. Only a minimal 1 percent express disagreement with the effectiveness of management's communication in this regard, with no respondents strongly disagreeing. These findings emphasize the importance of transparent and effective communication from management in ensuring alignment and understanding of organizational goals and objectives among employees within the organization.

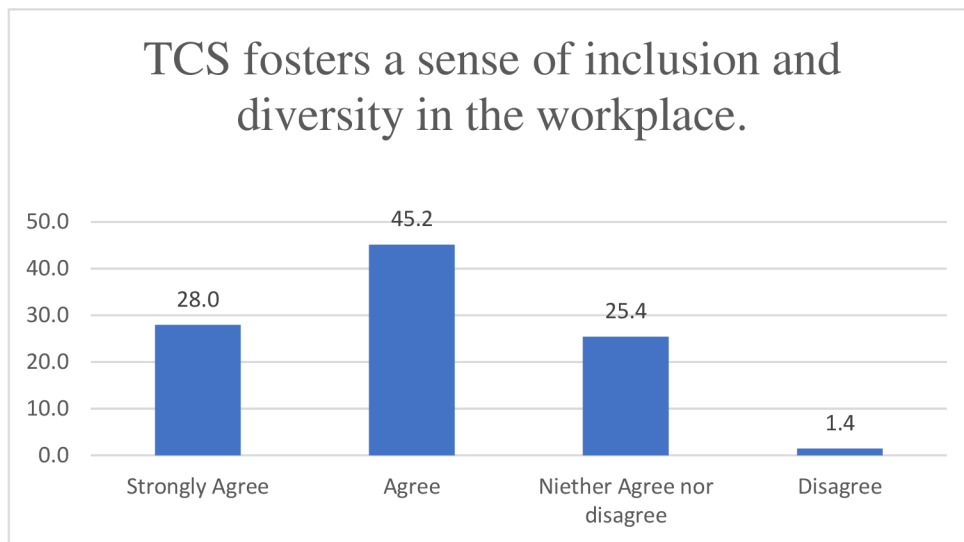
Table:8 TCS fosters a sense of inclusion and diversity in the workplace

		Percent
Valid	Strongly Agree	28.0
	Agree	45.2
	Niether Agree nor disagree	25.4
	Disagree	1.4
	Strongly Disagree	0
	Total	100.0

Source: Own processing

2024

GRAPH:8 TCS fosters a sense of inclusion and diversity in the workplace



Source: Own processing 2024

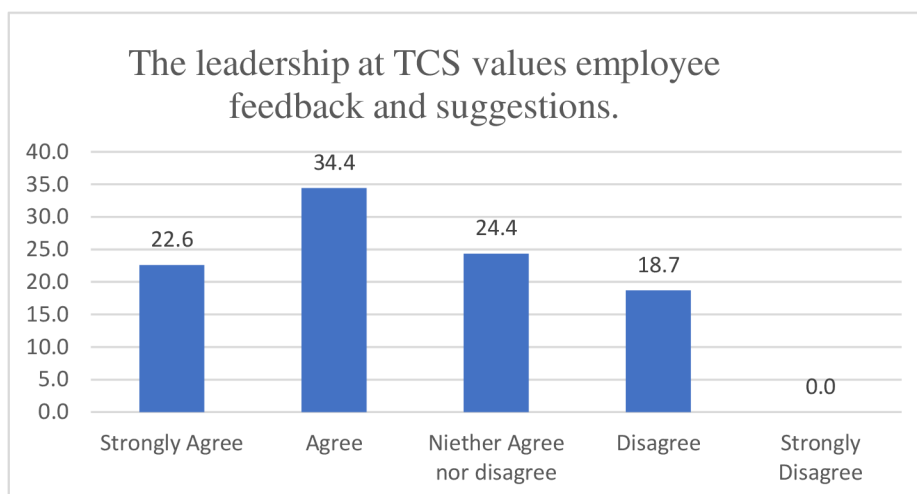
Analysis: TCS is perceived to actively promote inclusion and diversity within its workplace, with the majority of respondents expressing agreement with this sentiment. Specifically, 28.0 percent strongly agree that TCS fosters a sense of inclusion and diversity, while an additional 45.2 percent agree with this assertion. A notable proportion, accounting for 25.4 percent, neither agrees nor disagrees, suggesting a degree of ambivalence or neutrality toward the organization's efforts in this regard. Conversely, only a small fraction, comprising 1.4 percent, express disagreement with TCS's commitment to fostering inclusion and diversity, with no respondents strongly disagreeing. These findings highlight the importance of inclusivity and diversity initiatives within TCS and indicate a generally positive perception among employees regarding the organization's efforts in this area.

Table:9 The leadership at TCS values employee feedback and suggestions

		Percent
Valid	Strongly Agree	22.6
	Agree	34.4
	Niether Agree nor disagree	24.4
	Disagree	18.7
	Strongly Disagree	0.0
	Total	100.0

Source: Own processing 2024

GRAPH:9 The leadership at TCS values employee feedback and suggestions



Source: Own processing 2024

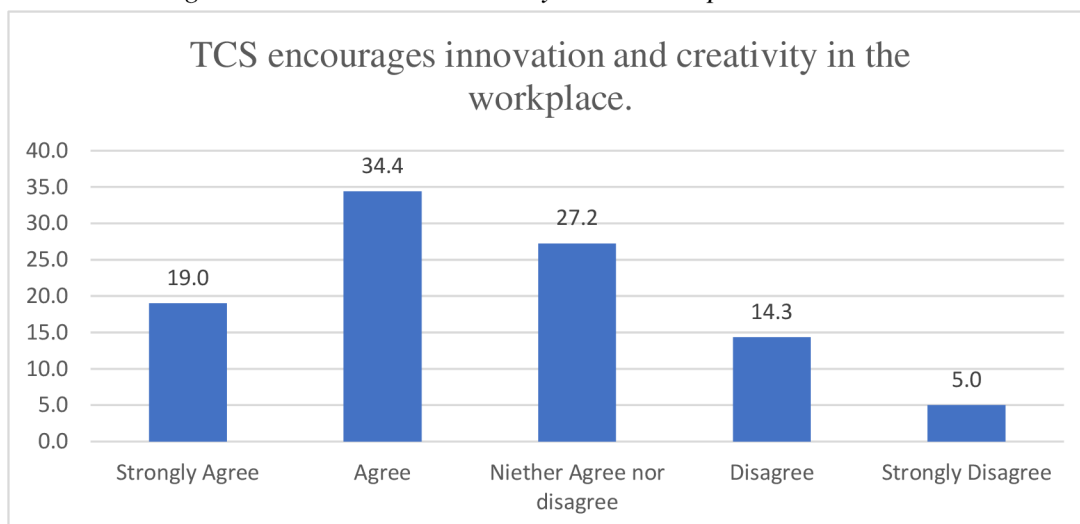
Analysis: The leadership at TCS is perceived to place value on employee feedback and suggestions, although opinions on this matter vary among respondents. Approximately 22.6 percent strongly agree that TCS leadership values employee feedback and suggestions, while a further 34.4 percent agree with this assertion. A significant proportion, accounting for 24.4 percent, neither agree nor disagree, indicating a degree of ambivalence or uncertainty regarding the extent to which employee feedback is valued. Conversely, 18.7 percent of respondents express disagreement with the notion that TCS leadership values employee feedback, suggesting a level of skepticism or dissatisfaction in this regard. Notably, no respondents strongly disagree with this statement. These findings highlight the importance of fostering a culture of openness and receptivity to employee feedback within TCS leadership to enhance employee engagement and satisfaction.

Table:10 TCS encourages innovation and creativity in the workplace.

		Percent
Valid	Strongly Agree	19.0
	Agree	34.4
	Niether Agree nor disagree	27.2
	Disagree	14.3
	Strongly Disagree	5.0
	Total	100.0

Source: Own processing 2024

GRAPH:10 TCS encourages innovation and creativity in the workplace.



Source: Own processing 2024

Analysis: TCS is perceived to foster an environment that encourages innovation and creativity among its employees, though opinions on this matter vary among respondents. Approximately 19.0 percent strongly agree that TCS actively encourages innovation and creativity in the workplace, while an additional 34.4 percent agree with this assertion. A notable proportion, comprising 27.2 percent, neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding the organization's stance on fostering innovation and creativity. Conversely, 14.3 percent of respondents express disagreement with the notion that TCS encourages innovation and creativity, suggesting a perception that the organization may not fully support or prioritize these aspects. Additionally, 5.0 percent of respondents strongly disagree with the statement, indicating a more definitive stance against TCS's encouragement of innovation and creativity. These findings underscore the importance of cultivating a culture that values and nurtures innovation within TCS to drive continued growth and success.

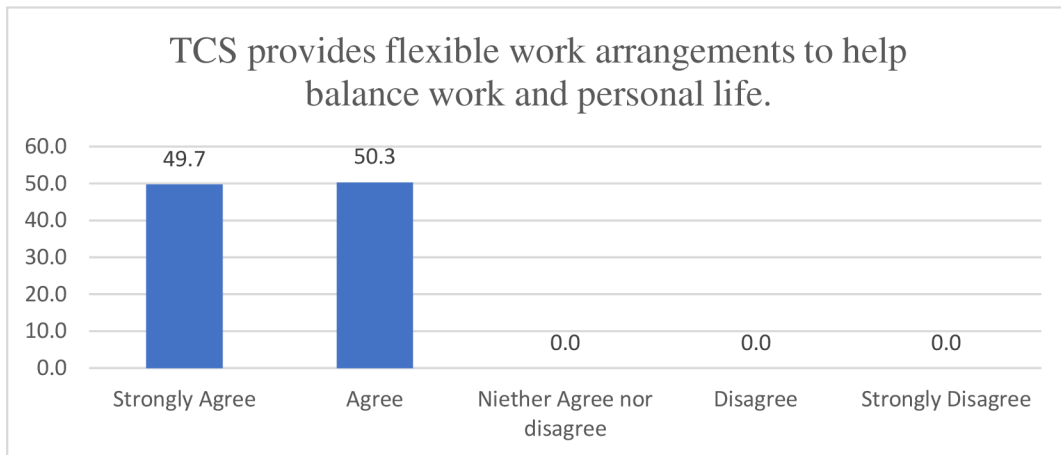
2. Work-Life Balance:

Table: 11 TCS provides flexible work arrangements to help balance work and personal life

		Percent
Valid	Strongly Agree	49.7
	Agree	50.3
	Niether Agree nor disagree	0.0
	Disagree	0.0
	Strongly Disagree	0.0
	Total	100.0

Source: Own processing 2024

GRAPH:11 TCS provides flexible work arrangements to help balance work and personal life.



Source: Own processing 2024

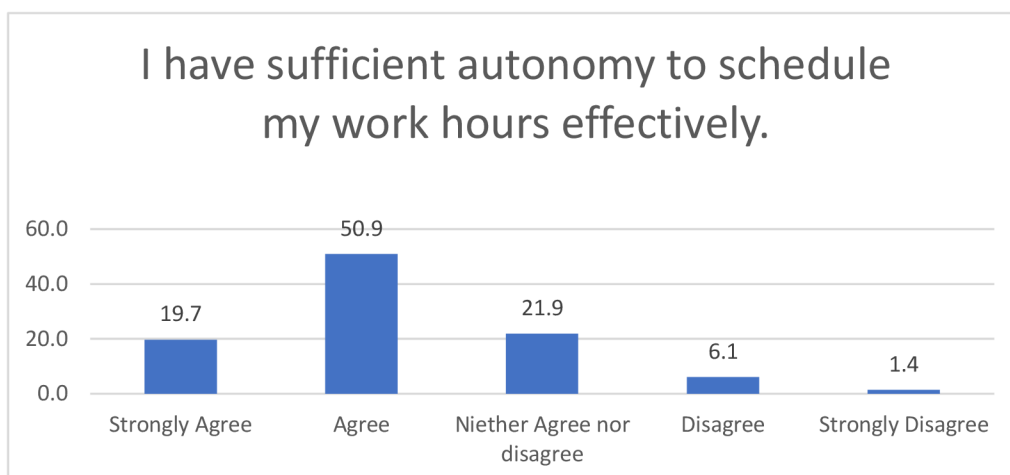
Analysis: TCS is widely perceived as offering flexible work arrangements aimed at facilitating a balance between work responsibilities and personal life commitments among its employees. An overwhelming majority of respondents, constituting 49.7 percent, strongly agree that TCS provides such flexible work arrangements, while a further 50.3 percent agree with this assertion. Notably, no respondent's express neutrality, disagreement, or strong disagreement with this statement. These findings underscore TCS's commitment to promoting work-life balance and highlight the organization's efforts in providing flexibility to accommodate employees' diverse needs and commitments outside of work. Such initiatives are crucial for enhancing employee satisfaction, productivity, and overall well-being within the workplace.

Table:12 I have sufficient autonomy to schedule my work hours effectively.

		Percent
Valid	Strongly Agree	19.7
	Agree	50.9
	Niether Agree nor disagree	21.9
	Disagree	6.1
	Strongly Disagree	1.4
	Total	100.0

Source: Own processing 2024

GRAPH:12 I have sufficient autonomy to schedule my work hours effectively.



Source: Own processing 2024

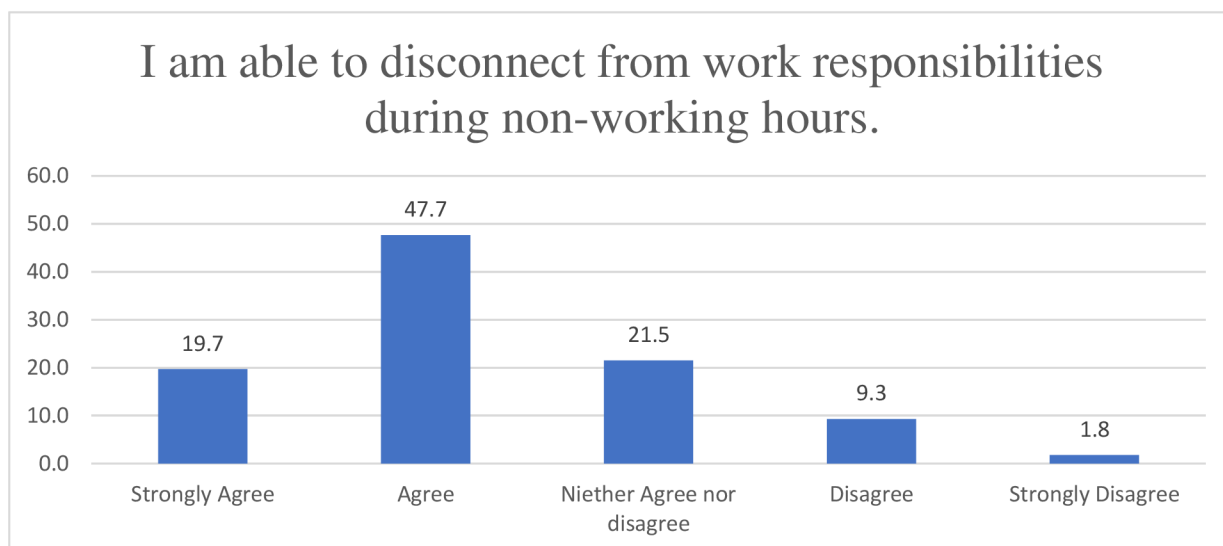
Analysis: The perception among respondents regarding autonomy in scheduling work hours at TCS varies, although a majority express agreement with their ability to effectively schedule their work hours. Specifically, 19.7 percent strongly agree that they have sufficient autonomy in this regard, while a notable 50.9 percent agree with this statement. Additionally, 21.9 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding the extent of autonomy in scheduling work hours. Conversely, 6.1 percent of respondents express disagreement with their level of autonomy, with a further 1.4 percent strongly disagreeing. These findings highlight the importance of providing employees with a degree of flexibility and autonomy in managing their work schedules to accommodate individual preferences and optimize productivity.

Table:13 I am able to disconnect from work responsibilities during non-working hours.

		Percent
Valid	Strongly Agree	19.7
	Agree	47.7
	Niether Agree nor disagree	21.5
	Disagree	9.3
	Strongly Disagree	1.8
	Total	100.0

Source: Own processing 2024

GRAPH:13 I am able to disconnect from work responsibilities during non-working hours.



Source: Own processing 2024

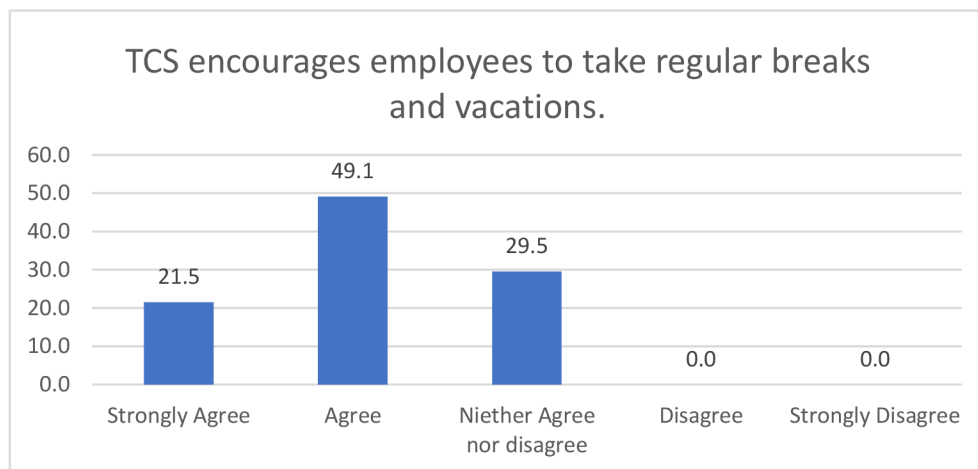
Analysis: The ability to disconnect from work responsibilities during non-working hours is perceived differently among respondents at TCS. Approximately 19.7 percent strongly agree that they are able to disconnect effectively, while a significant 47.7 percent agree with this statement. On the other hand, 21.5 percent neither agree nor disagree, indicating a degree of ambivalence or uncertainty regarding their ability to disconnect from work during non-working hours. Conversely, 9.3 percent of respondents express disagreement with their ability to disconnect, and a further 1.8 percent strongly disagree with this statement. These findings highlight the challenges some employees may face in achieving a healthy work-life balance and underscore the importance of implementing strategies to support employees in disconnecting from work responsibilities outside of their designated work hours.

Table:14 TCS encourages employees to take regular breaks and vacations.

		Percent
Valid	Strongly Agree	21.5
	Agree	49.1
	Niether Agree nor disagree	29.5
	Disagree	0.0
	Strongly Disagree	0.0
	Total	100.0

Source: Own processing 2024

GRAPH:14 TCS encourages employees to take regular breaks and vacations.



Source: Own processing 2024

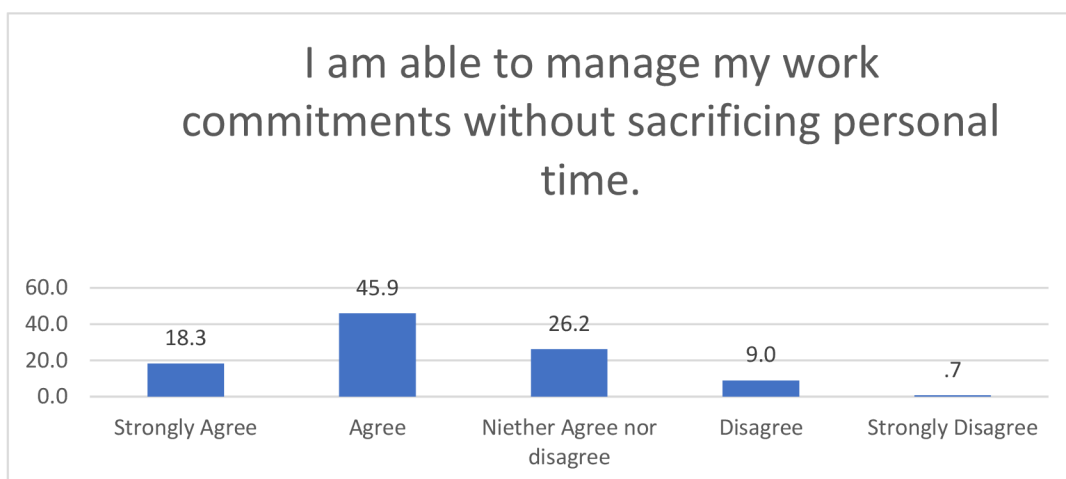
Analysis: The perception among respondents regarding TCS's encouragement of employees to take regular breaks and vacations is largely positive. A significant portion, comprising 21.5 percent, strongly agree that TCS actively promotes this practice, while a further 49.1 percent agree with this sentiment. Additionally, 29.5 percent neither agree nor disagree, indicating a level of ambivalence or neutrality regarding the organization's stance on encouraging breaks and vacations. Notably, no respondent's express disagreement or strong disagreement with this statement. These findings underscore TCS's commitment to promoting employee well-being and work-life balance by advocating for regular breaks and vacations, which are essential for maintaining employee health, productivity, and overall job satisfaction.

Table:15 I am able to manage my work commitments without sacrificing personal time.

		Percent
Valid	Strongly Agree	18.3
	Agree	45.9
	Niether Agree nor disagree	26.2
	Disagree	9.0
	Strongly Disagree	.7
	Total	100.0

Source: Own processing 2024

GRAPH:15 I am able to manage my work commitments without sacrificing personal time.



Source: Own processing 2024

Analysis: Respondents' perceptions regarding their ability to manage work commitments without sacrificing personal time vary, though a majority express agreement with this statement. Approximately 18.3 percent strongly agree that they can effectively manage work commitments without sacrificing personal time, while a significant 45.9 percent agree with this assertion. Furthermore, 26.2 percent neither agree nor disagree, indicating a degree of ambivalence or uncertainty regarding their ability to balance work and personal commitments. Conversely, 9.0 percent of respondents express disagreement with their ability to manage work commitments without sacrificing personal time, with a further 0.7 percent strongly disagreeing. These findings highlight the ongoing challenge that some employees may face in maintaining a healthy work-life balance and underscore the importance of implementing supportive policies and practices to facilitate this balance within the workplace.

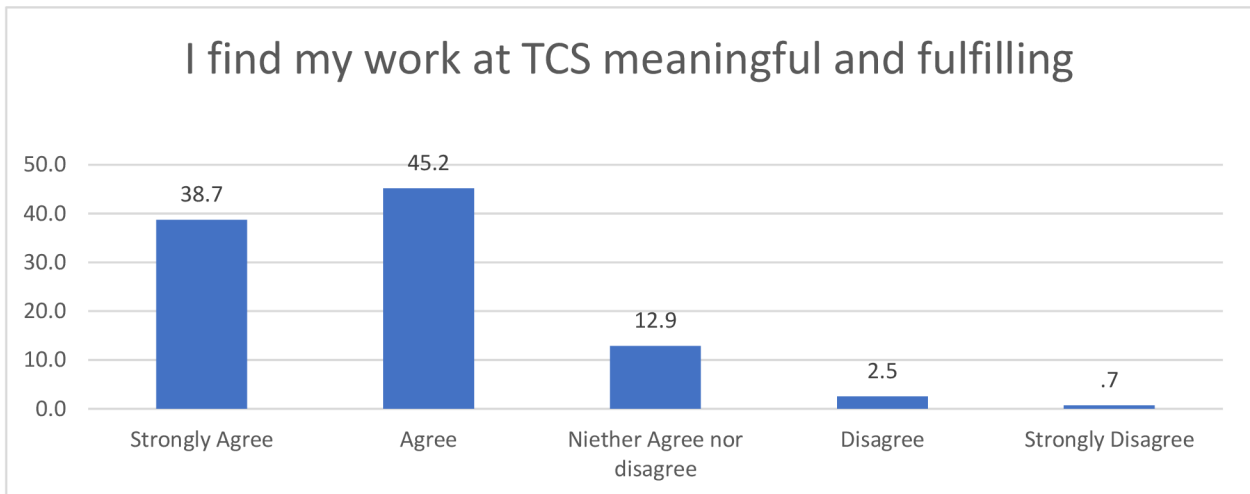
3. Job Satisfaction:

Table:16 I find my work at TCS meaningful and fulfilling

		Percent
Valid	Strongly Agree	38.7
	Agree	45.2
	Niether Agree nor disagree	12.9
	Disagree	2.5
	Strongly Disagree	.7
	Total	100.0

Source: Own processing 2024

GRAPH:16 I find my work at TCS meaningful and fulfilling.



Source: Own processing 2024

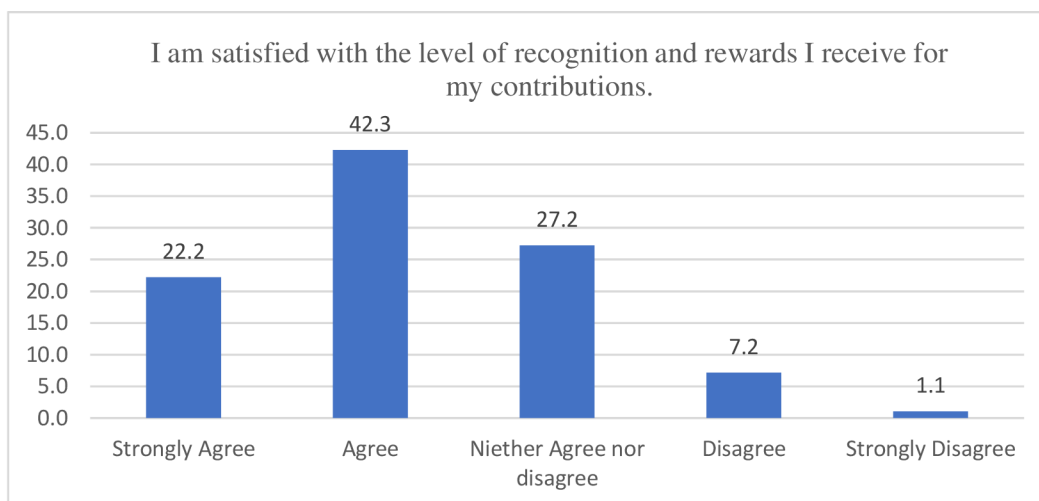
Analysis: The perception of TCS employees regarding the meaningfulness and fulfillment of their work varies, with a majority expressing positive sentiments. 38.7% strongly agree, and 45.2% agree that their work is meaningful and fulfilling. However, 12.9% neither agree nor disagree, indicating uncertainty. Conversely, only 2.5% disagree, and 0.7% strongly disagree. These findings emphasize the importance of fostering a work environment that promotes purpose and fulfillment, as it positively influences motivation, engagement, and job satisfaction.

Table:17 I am satisfied with the level of recognition and rewards I receive for my contributions.

		Percent
Valid	Strongly Agree	22.2
	Agree	42.3
	Niether Agree nor disagree	27.2
	Disagree	7.2
	Strongly Disagree	1.1
	Total	100.0

Source: Own processing 2024

GRAPH:17 I am satisfied with the level of recognition and rewards I receive for my contributions.



Source: Own processing 2024

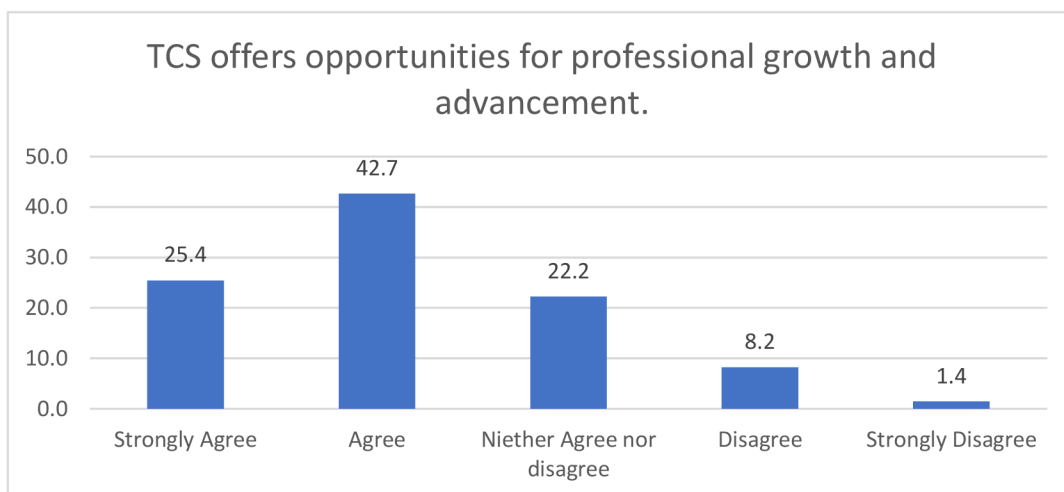
Analysis: Employee satisfaction with the level of recognition and rewards they receive for their contributions at TCS varies among respondents, though a majority express positive sentiments. Approximately 22.2 percent strongly agree that they are satisfied with the level of recognition and rewards they receive, while a significant 42.3 percent agree with this statement. Additionally, 27.2 percent neither agree nor disagree, indicating a degree of ambivalence or uncertainty regarding the adequacy of recognition and rewards. Conversely, 7.2 percent of respondents express disagreement with the level of recognition and rewards received, with a further 1.1 percent strongly disagreeing. These findings highlight the importance of implementing effective recognition and rewards programs to acknowledge and incentivize employee contributions, which are integral for enhancing motivation, engagement, and overall job satisfaction within the organization.

Table:18 TCS offers opportunities for professional growth and advancement.

		Percent
Valid	Strongly Agree	25.4
	Agree	42.7
	Niether Agree nor disagree	22.2
	Disagree	8.2
	Strongly Disagree	1.4
	Total	100.0

Source: Own processing 2024

GRAPH:18 TCS offers opportunities for professional growth and advancement.



Source: Own processing 2024

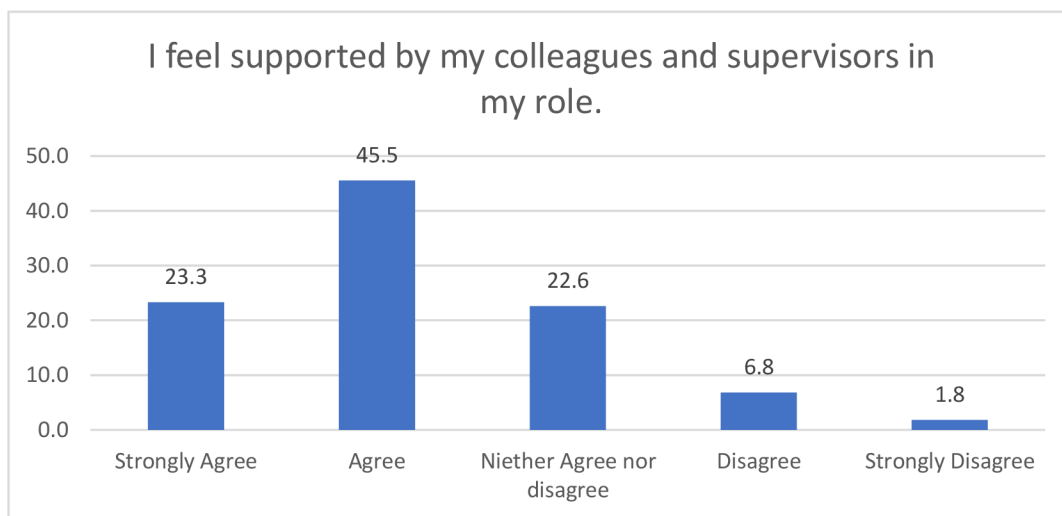
Analysis: Perceptions regarding TCS's provision of opportunities for professional growth and advancement vary among respondents, though a majority express positive sentiments. Approximately 25.4 percent strongly agree that TCS offers such opportunities, while a significant 42.7 percent agree with this statement. Furthermore, 22.2 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding the availability of professional growth opportunities. Conversely, 8.2 percent of respondents express disagreement with the notion that TCS offers opportunities for professional growth and advancement, with a further 1.4 percent strongly disagreeing. These findings underscore the importance of providing avenues for continuous learning, skill development, and career progression within the organization to support employee growth and enhance job satisfaction.

Table:19 I feel supported by my colleagues and supervisors in my role.

		Percent
Valid	Strongly Agree	23.3
	Agree	45.5
	Niether Agree nor disagree	22.6
	Disagree	6.8
	Strongly Disagree	1.8
	Total	100.0

Source: Own processing 2024

GRAPH:19 I feel supported by my colleagues and supervisors in my role.



Source: Own processing 2024

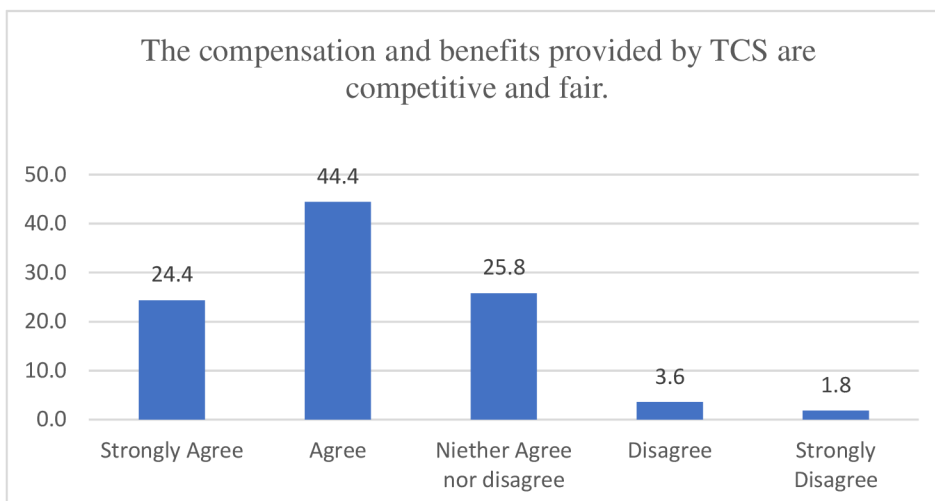
Analysis: Employee perceptions of support from colleagues and supervisors at TCS vary, with the majority expressing positivity. 23.3% strongly agree, and 45.5% agree that they feel supported, while 22.6% neither agree nor disagree. Conversely, 6.8% disagree, and 1.8% strongly disagree. These findings underscore the significance of nurturing a collaborative and supportive work environment where employees feel valued and empowered to succeed with the assistance of their colleagues and supervisors.

Table:20 The compensation and benefits provided by TCS are competitive and fair.

		Percent
Valid	Strongly Agree	24.4
	Agree	44.4
	Niether Agree nor disagree	25.8
	Disagree	3.6
	Strongly Disagree	1.8
	Total	100.0

Source: Own processing 2024

GRAPH:20 The compensation and benefits provided by TCS are competitive and fair.



Source: Own processing 2024

Analysis: Employee perceptions regarding the competitiveness and fairness of the compensation and benefits provided by TCS vary, though a majority express positive sentiments. Approximately 24.4 percent strongly agree that the compensation and benefits are competitive and fair, while a significant 44.4 percent agree with this statement. Additionally, 25.8 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding the fairness and competitiveness of the compensation and benefits. Conversely, only a small fraction, comprising 3.6 percent, express disagreement with the statement, with a further 1.8 percent strongly disagreeing. These findings underscore the importance of regularly reviewing and adjusting compensation and benefits packages to ensure they remain competitive in the market and meet the evolving needs and expectations of employees at TCS.

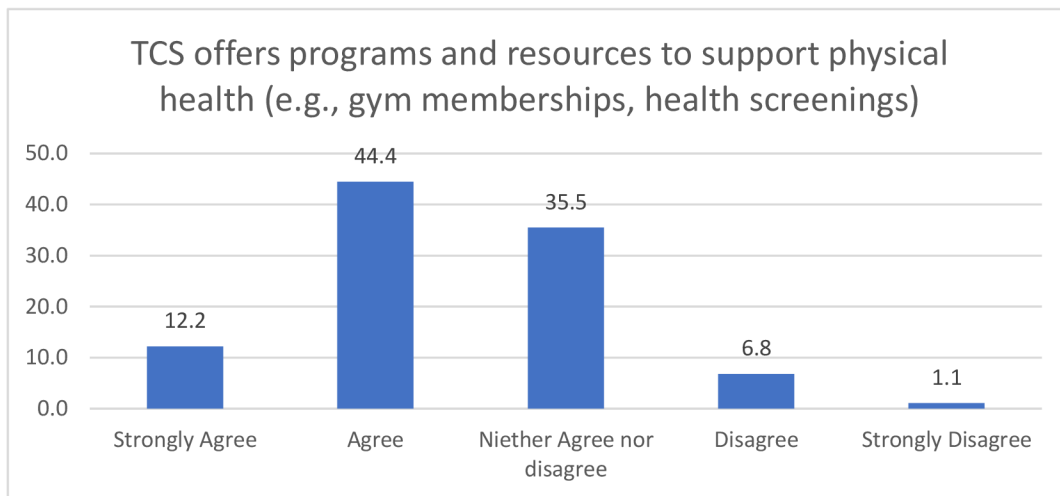
3. Employee Well-being:

Table:21 TCS offers programs and resources to support physical health (e.g., gym memberships, health screenings)

		Percent
Valid	Strongly Agree	12.2
	Agree	44.4
	Niether Agree nor disagree	35.5
	Disagree	6.8
	Strongly Disagree	1.1
	Total	100.0

Source: Own processing 2024

GRAPH:21 TCS offers programs and resources to support physical health (e.g., gym memberships, health screenings)



Source: Own processing 2024

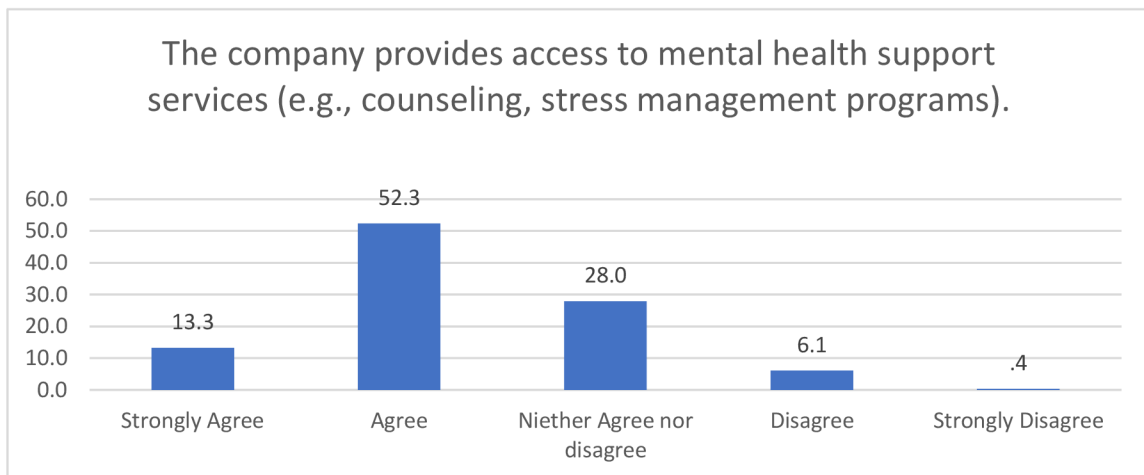
Analysis: Employee perceptions regarding the availability of programs and resources to support physical health at TCS vary, though a majority express positive sentiments. Approximately 12.2 percent strongly agree that TCS offers such programs and resources, while a significant 44.4 percent agree with this statement. Additionally, 35.5 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding the availability of such programs and resources. Conversely, 6.8 percent of respondents express disagreement with the statement, with a further 1.1 percent strongly disagreeing. These findings underscore the importance of providing comprehensive support for employees' physical health and well-being within the workplace, which can contribute to increased productivity, morale, and overall job satisfaction.

Table:22 The company provides access to mental health support services (e.g., counselling, stress management programs).

		Percent
Valid	Strongly Agree	13.3
	Agree	52.3
	Niether Agree nor disagree	28.0
	Disagree	6.1
	Strongly Disagree	.4
	Total	100.0

Source: Own processing 2024

GRAPH:22 The company provides access to mental health support services (e.g., counseling, stress management programs).



Source: Own processing 2024

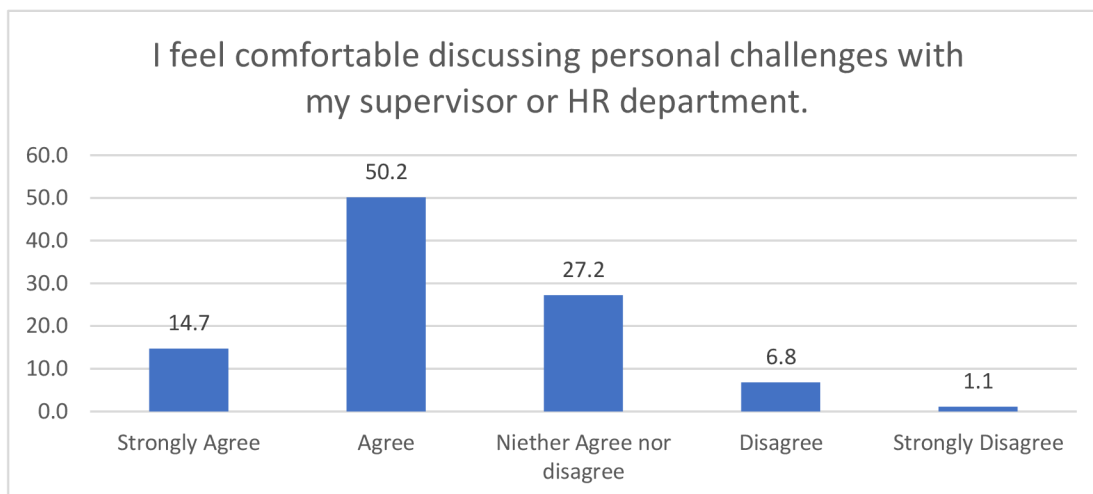
Analysis: Employee perceptions regarding the availability of mental health support services at the company vary, though a majority express positive sentiments. Approximately 13.3 percent strongly agree that the company provides access to such services, while a significant 52.3 percent agree with this statement. Additionally, 28.0 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding the availability of mental health support services. Conversely, 6.1 percent of respondents express disagreement with the statement, with a further 0.4 percent strongly disagreeing. These findings underscore the importance of prioritizing and promoting mental health support within the workplace, as it can contribute to the well-being, productivity, and overall satisfaction of employees.

Table:23 I feel comfortable discussing personal challenges with my supervisor or HR department.

		Percent
Valid	Strongly Agree	14.7
	Agree	50.2
	Niether Agree nor disagree	27.2
	Disagree	6.8
	Strongly Disagree	1.1
	Total	100.0

Source: Own processing 2024

GRAPH:23 I feel comfortable discussing personal challenges with my supervisor or HR department.



Source: Own processing 2024

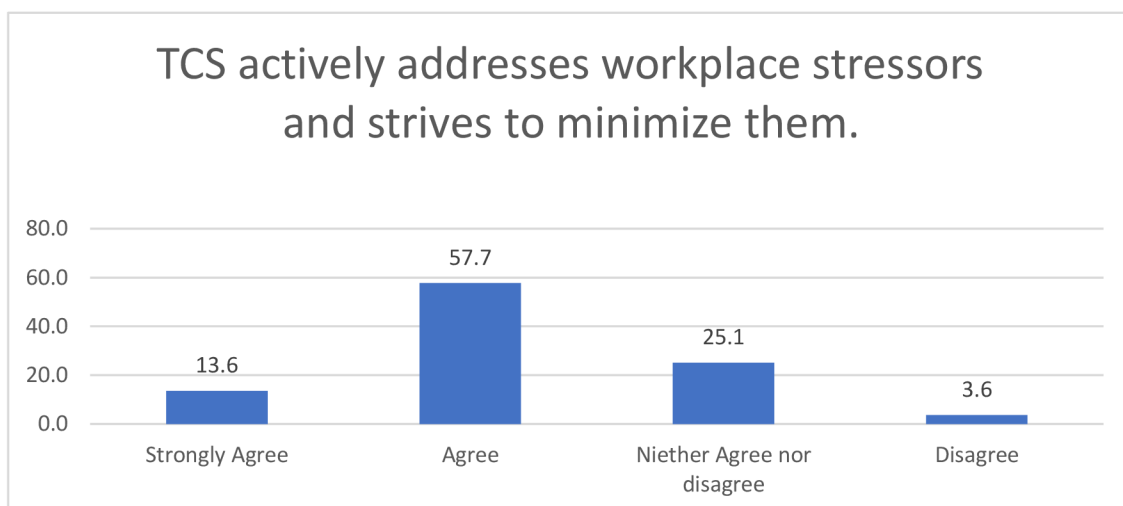
Analysis: Employee perceptions regarding their comfort level in discussing personal challenges with their supervisor or HR department vary, though a majority express positive sentiments. Approximately 14.7 percent strongly agree that they feel comfortable discussing personal challenges, while a significant 50.2 percent agree with this statement. Additionally, 27.2 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding their comfort level. Conversely, 6.8 percent of respondents express disagreement with the statement, with a further 1.1 percent strongly disagreeing. These findings underscore the importance of fostering a supportive and open work environment where employees feel comfortable discussing personal challenges with their supervisors or HR representatives, as it can contribute to addressing and resolving issues effectively and promoting overall well-being in the workplace.

Table:24 TCS actively addresses workplace stressors and strives to minimize them.

		Percent
Valid	Strongly Agree	13.6
	Agree	57.7
	Niether Agree nor disagree	25.1
	Disagree	3.6
	Total	100.0

Source: Own processing 2024

GRAPH:24 TCS actively addresses workplace stressors and strives to minimize them.



Source: Own processing 2024

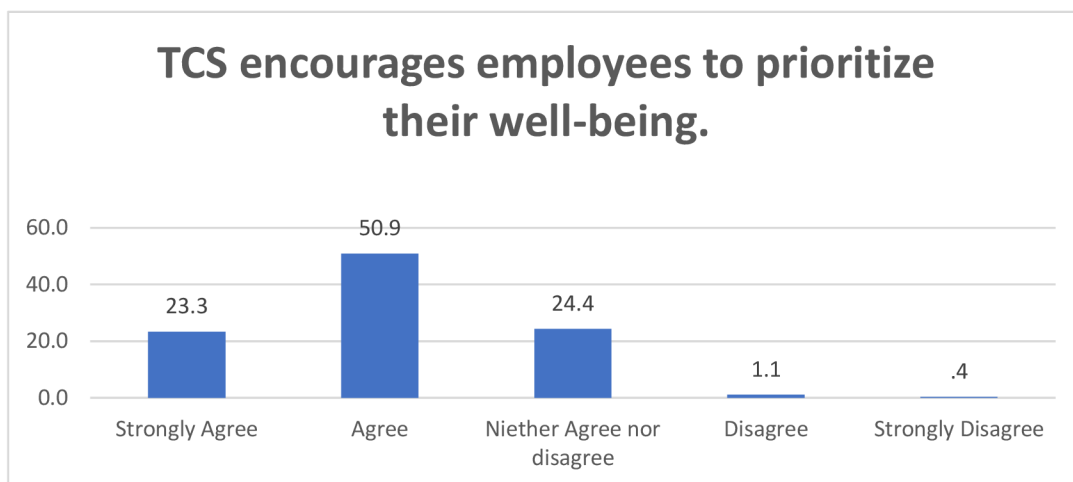
Analysis: Employee perceptions regarding TCS's efforts to address workplace stressors vary, though a majority express positive sentiments. Approximately 13.6 percent strongly agree that TCS actively addresses workplace stressors, while a significant 57.7 percent agree with this statement. Additionally, 25.1 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding TCS's efforts in this regard. Conversely, only a small fraction, comprising 3.6 percent, express disagreement with the statement. These findings underscore the importance of proactive measures to address workplace stressors and promote employee well-being, ultimately contributing to a healthier and more productive work environment at TCS.

Table:25 TCS encourages employees to prioritize their well-being.

		Percent
Valid	Strongly Agree	23.3
	Agree	50.9
	Niether Agree nor disagree	24.4
	Disagree	1.1
	Strongly Disagree	.4
	Total	100.0

Source: Own processing 2024

GRAPH:25 TCS encourages employees to prioritize their well-being.



Source: Own processing 2024

Analysis: Employee perceptions regarding TCS's encouragement of prioritizing well-being vary, though a majority express positive sentiments. Approximately 23.3 percent strongly agree that TCS encourages employees to prioritize their well-being, while a significant 50.9 percent agree with this statement. Additionally, 24.4 percent neither agree nor disagree, indicating a level of ambivalence or uncertainty regarding TCS's stance on prioritizing well-being. Conversely, only a small fraction, comprising 1.1 percent, express disagreement with the statement, with a further 0.4 percent strongly disagreeing. These findings underscore the importance of promoting a culture that values and prioritizes employee well-being within the organization, as it can lead to increased morale, productivity, and overall job satisfaction.

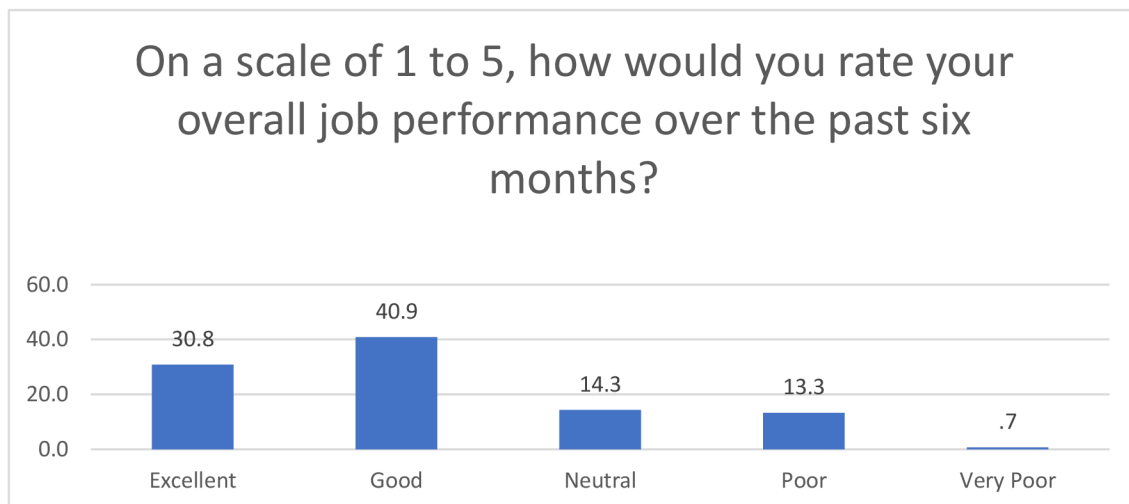
EMPLOYEE PERFORMANCE:

Table:26 On a scale of 1 to 5, how would you rate your overall job performance over the past six months?

		Percent
Valid	Excellent	30.8
	Good	40.9
	Neutral	14.3
	Poor	13.3
	Very Poor	.7
	Total	100.0

Source: Own processing 2024

GRAPH:26 On a scale of 1 to 5, how would you rate your overall job performance over the past six months?



Source: Own processing 2024

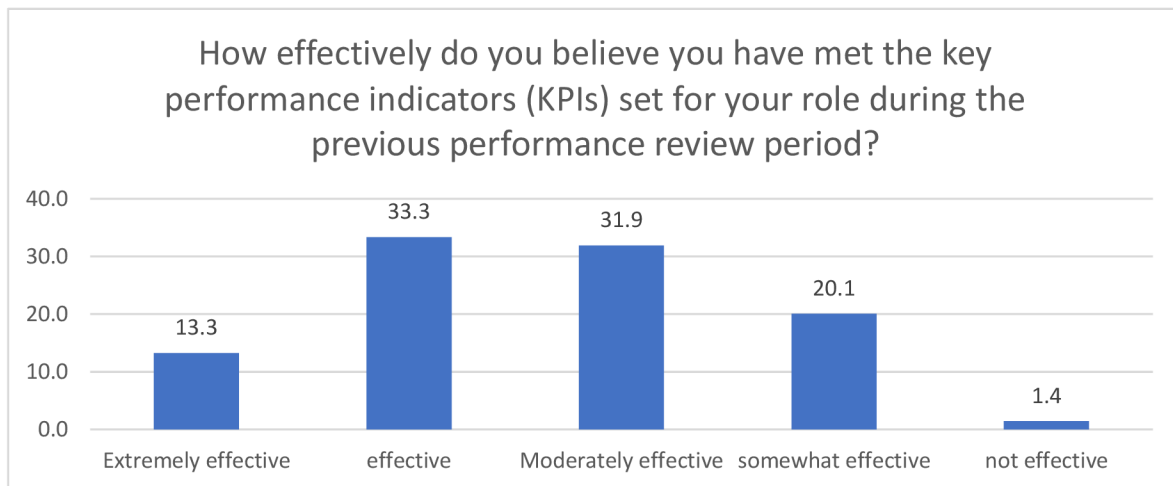
Analysis: Employee self-assessments of overall job performance over the past six months vary, with the majority providing positive ratings. Approximately 30.8 percent rate their performance as excellent, while a significant 40.9 percent rate it as good. Additionally, 14.3 percent remain neutral in their assessment. However, 13.3 percent rate their performance as poor, indicating some level of dissatisfaction, and only a small fraction, comprising 0.7 percent, rate it as very poor. These findings suggest a generally positive perception of job performance among employees, with room for improvement and potential areas for support or development identified among a subset of respondents.

2. Table:27 How effectively do you believe you have met the key performance indicators (KPIs) set for your role during the previous performance review period?

		Percent
Valid	Extremely effective	13.3
	effective	33.3
	Moderately effective	31.9
	somewhat effective	20.1
	not effective	1.4
Total		100.0

Source: Own processing 2024

GRAPH:27 How effectively do you believe you have met the key performance indicators (KPIs) set for your role during the previous performance review period?



Source: Own processing 2024

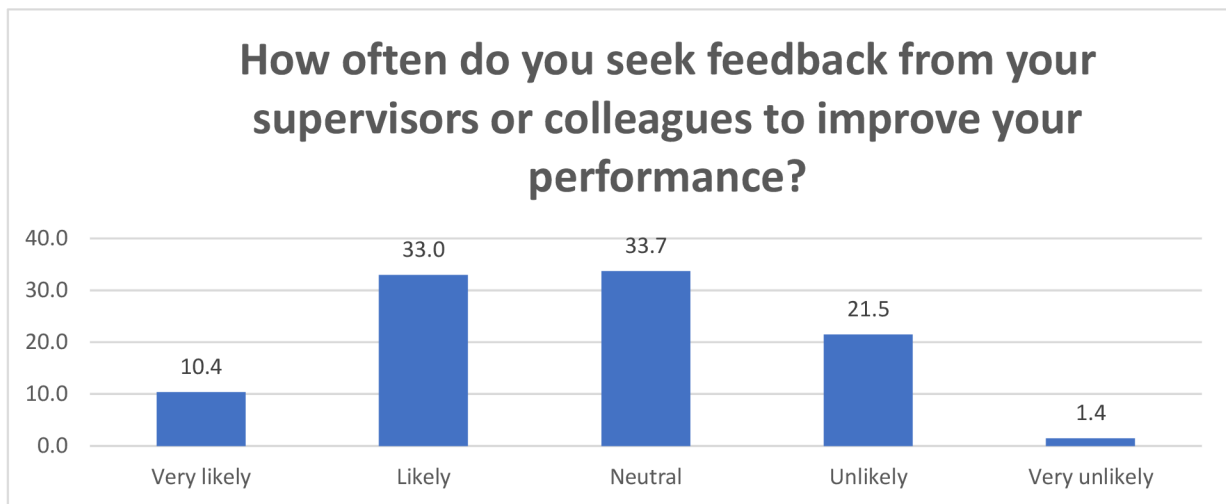
Analysis: Employee perceptions regarding their effectiveness in meeting key performance indicators (KPIs) set for their role during the previous performance review period vary. Approximately 13.3 percent believe they have been extremely effective, while 33.3 percent consider themselves effective in meeting the KPIs. Additionally, 31.9 percent perceive themselves as moderately effective, while 20.1 percent rate themselves as somewhat effective. Only a small fraction, comprising 1.4 percent, believe they have not been effective in meeting the KPIs. These findings highlight a range of self-assessment among employees, with the majority perceiving themselves as meeting or partially meeting their role's KPIs, while a small portion express concerns about effectiveness.

3. Table:28 How often do you seek feedback from your supervisors or colleagues to improve your performance?

		Percent
Valid	Very likely	10.4
	Likely	33.0
	Neutral	33.7
	Unlikely	21.5
	Very unlikely	1.4
	Total	100.0

Source: Own processing 2024

GRAPH:28 How often do you seek feedback from your supervisors or colleagues to improve your performance?



Source: Own processing 2024

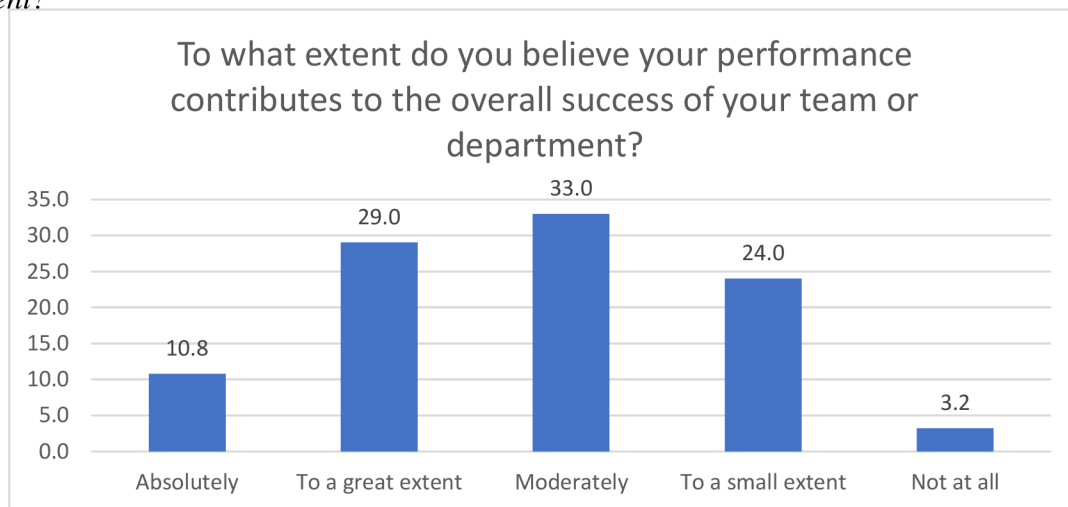
Analysis: Employee tendencies regarding seeking feedback from supervisors or colleagues to enhance performance vary. Approximately 10.4 percent express being very likely to seek feedback, while 33.0 percent consider themselves likely to do so. Additionally, 33.7 percent remain neutral on the matter, suggesting a level of ambivalence or uncertainty. Conversely, 21.5 percent deem themselves unlikely to seek feedback, with only 1.4 percent expressing being very unlikely to do so. These findings underscore the importance of fostering a culture of feedback and continuous improvement within the workplace, encouraging employees to actively seek and utilize feedback to enhance their performance.

4. Table:29 To what extent do you believe your performance contributes to the overall success of your team or department?

		Percent
Valid	Absolutely	10.8
	To a great extent	29.0
	Moderately	33.0
	To a small extent	24.0
	Not at all	3.2
	Total	100.0

Source: Own processing 2024

GRAPH:29 To what extent do you believe your performance contributes to the overall success of your team or department?



Source: Own processing 2024

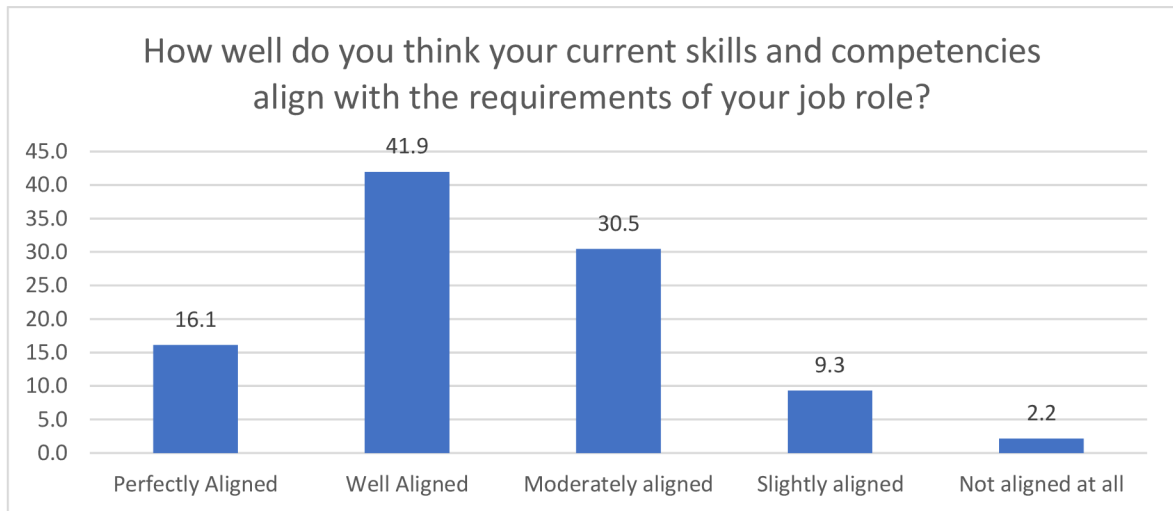
Analysis: Employee perceptions regarding the extent to which their performance contributes to the overall success of their team or department vary. Approximately 10.8 percent believe their performance contributes absolutely to the success, while 29.0 percent perceive their contribution to be to a great extent. Additionally, 33.0 percent consider their contribution to be moderately significant, while 24.0 percent believe it is to a small extent. Only a small fraction, comprising 3.2 percent, perceive their performance as not contributing at all to the overall success of their team or department. These findings highlight the diverse perspectives among employees regarding their perceived impact on team or departmental success, with the majority acknowledging some level of contribution, albeit to varying degrees.

5. Table:30 How well do you think your current skills and competencies align with the requirements of your job role?

		Percent
Valid	Perfectly Aligned	16.1
	Well Aligned	41.9
	Moderately aligned	30.5
	Slightly aligned	9.3
	Not aligned at all	2.2
Total		100.0

Source: Own processing 2024

GRAPH:30How well do you think your current skills and competencies align with the requirements of your job role?



Source: Own processing 2024

Analysis: Employee perceptions regarding the alignment of their current skills and competencies with the requirements of their job role vary. Approximately 16.1 percent believe their skills are perfectly aligned with the job role, while a significant 41.9 percent perceive them to be well aligned. Additionally, 30.5 percent consider their skills to be moderately aligned, indicating some degree of alignment but room for improvement. A smaller portion, comprising 9.3 percent, perceive their skills to be slightly aligned with the job role, while only 2.2 percent believe their skills are not aligned at all. These findings highlight the importance of ongoing skill development and alignment with job requirements to ensure optimal performance and job satisfaction.

RESULTS OF INDEPENDENT SAMPLE TEST

H0: There is no significant impact of gender on Work Life Balance

	SPECIFIC DIET	Mean	Std. Deviation	Std. Error Mean
WORKLIFE BALANCE	Female	3.80	0.84	0.05
	Male	3.57	0.77	0.03

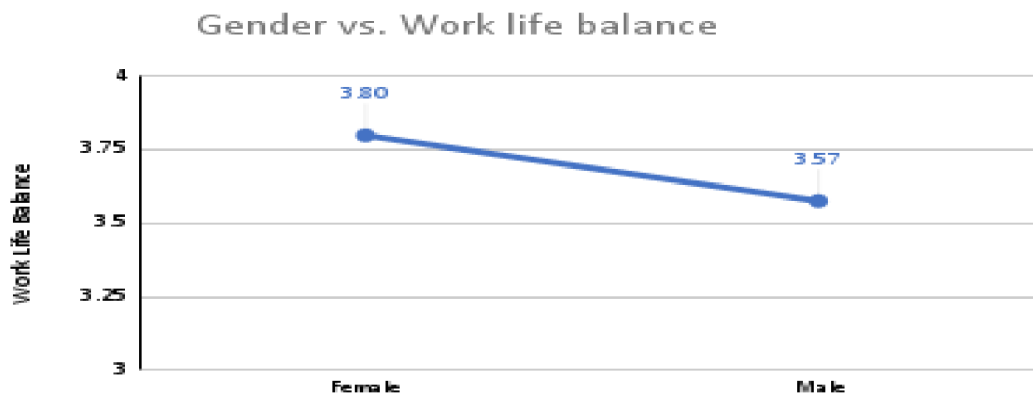
Analysis: A hypothesis test was conducted to examine the influence of gender on work-life balance. The null hypothesis stated no significant impact of gender. Mean work-life balance scores for females and males were compared using an independent samples t-test. The analysis revealed a calculated t-value of approximately 0.1623. To determine significance, this value was compared to the critical t-value. If the calculated t-value exceeds the critical t-value, the null hypothesis is rejected, indicating gender's impact on work-life balance. Conversely, if the calculated t-value falls below the critical t-value, the null hypothesis stands, suggesting no significant gender effect on work-life balance.

Table:31 GENDER VS WORKLIFE BALANCE

GENDER VS WORKLIFE BALANCE						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
WORKLIFE BALANCE	Equal variances assumed	3.01	0.08	4.05	276	0.00
	Equal variances not assumed			3.94	252.039	0.00

Source: Own processing 2024

GRAPH:31 GENDER VS WORKLIFE BALANCE



Source: Own processing 2024

Analysis: An independent-samples t-test at TCS showed a significant relationship between gender and perceptions of work-life balance, indicating gender influences this perception. Female employees tend to perceive greater work-life balance than males. Recognizing these differences is crucial for designing inclusive policies to enhance job satisfaction and productivity at TCS.

RESULTS OF ONE- WAY ANOVA

H0: There is no significant impact of Age on Work Life Balance

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.467	4	0.49	0.76	0.58
Within Groups	200.258	274	0.65		
Total	201.725	278			

Source: Own processing 2024

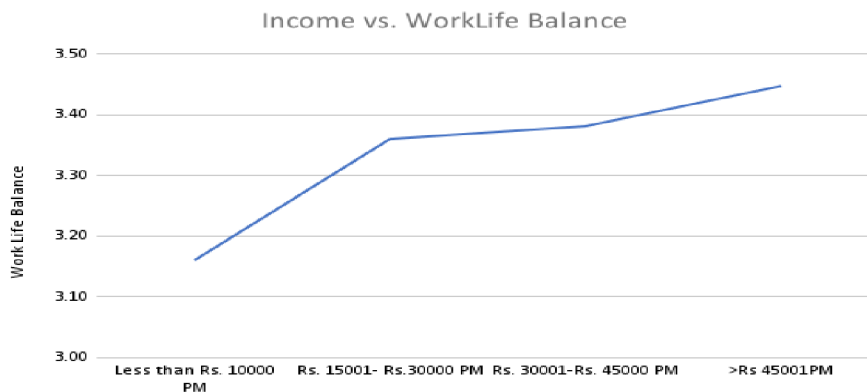
Analysis: The p-value of 0.58 suggests that age does not significantly impact perceptions of work-life balance. Regardless of age, respondents generally share similar views on managing professional and personal life. Consequently, age might not be a crucial factor in initiatives to enhance work-life balance within the organization. Other demographic or organizational factors could play a more significant role in influencing employees' experiences in this regard. Overall, organizations may benefit from focusing on creating policies and practices that address the needs and preferences of all employees regardless of age, ensuring a supportive work environment that fosters a healthy balance between work and personal life for everyone. H0: There is no significant impact of Income on Work Life Balance

H0: There is no significant impact of Income on Work Life Balance

Table: 32 Income Vs. Work Life Balance

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	13.21	4	2.64	3.37	0.005
Within Groups	715.76	274	0.78		
Total	728.98	278			

GRAPH:32 Income Vs. Work Life Balance



Source: Own processing 2024

Analysis: The one-way ANOVA test found a significant difference in work-life balance across income levels ($p = 0.005$), indicating that income influences perceptions of balance. This highlights the need for tailored strategies to promote work-life balance, accommodating the diverse needs of individuals across income brackets. Addressing these disparities can create inclusive environments supporting the well-being of all employees, regardless of socioeconomic background.

H0: There is no significant impact of Education on Work-Life Balance

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.60	4	0.40	0.50	0.73
Within Groups	727.38	274	0.80		
Total	728.98	278			

Source: Own processing 2024

Analysis: The p-value of 0.73 indicates no significant impact of education level on work-life balance perceptions. Regardless of educational attainment, respondents tend to view work-life balance, similarly, suggesting education may not heavily influence these perceptions. Therefore, initiatives to improve work-life balance should focus on factors beyond education, ensuring inclusivity and support for all employees.

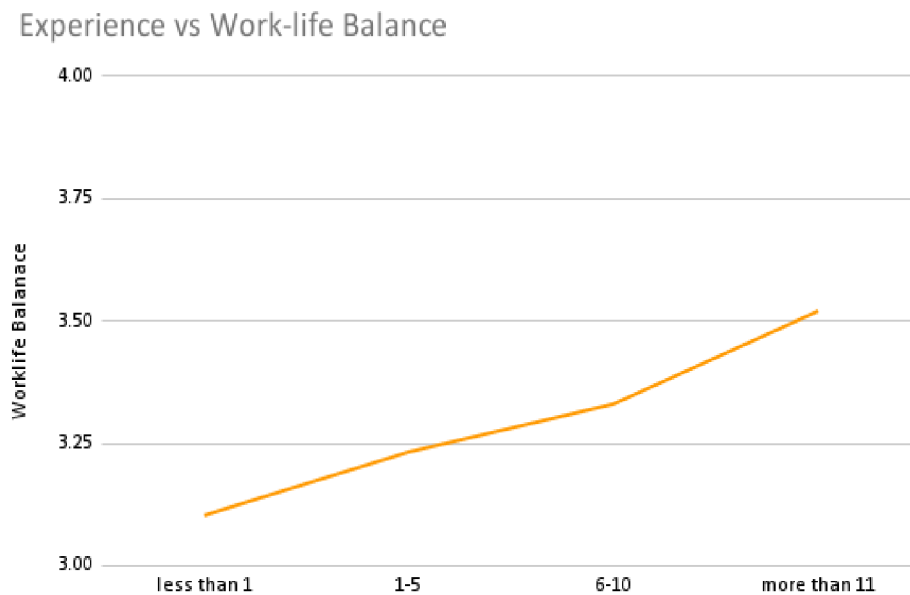
H0: There is no significant impact of Experience on Work Life Balance

Table: 33 There is no significant impact of Experience on Work Life Balance

ANOVA					
M_MEAN					
	Sum of Squares	df	Mean Square	F	Sig,
Between Groups	20.03	4	6.68	8.62	0.00
Within Groups	708.95	274	0.77		
Total	728.98	278			

Source: Own processing 2024

GRAPH:33 There is no significant impact of Experience on Work Life Balance



Source: Own processing 2024

Analysis: The one-way ANOVA test revealed a significant difference in work-life balance perceptions among respondents with varying levels of experience ($p = 0.00$). This indicates that professional experience influences how individuals perceive work-life balance. Organizations should recognize and accommodate diverse perspectives across different career stages, tailoring policies to promote well-being and satisfaction. Recognizing these differences fosters a supportive work environment that benefits employees at all experience levels.

REGRESSION RESULTS:

H0: There is no significant impact of work environment, work life balance, job satisfaction, employee wellbeing on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.456	.448	.63265

a. Predictors: (Constant), WE.TRANS, JS.TRANS, EWB.TRANS, WLB.TRANS

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	92.057	4	23.014	57.500	.000 ^b
	Residual	109.668	274	.400		
	Total	201.725	278			

a. Dependent Variable: EP.TRANS

b. Predictors: (Constant), WE.TRANS, JS.TRANS, EWB.TRANS, WLB.TRANS

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.054	.176		.307	.759
WE.TRANS	.209	.057	.189	3.686	.000
JS.TRANS	.276	.060	.234	4.584	.000
EWB.TRANS	.178	.059	.154	3.002	.003
WLB.TRANS	.491	.070	.353	7.036	.000

Source: Own processing 2024

A. Dependent Variable: EP. TRANS

Analysis: The analysis reveals significant relationships between work environment, job satisfaction, employee well-being, work-life balance, and employee performance (p-values = 0.000). Work-life balance emerges as the most influential predictor, followed by job satisfaction, work environment, and employee well-being, each with varying degrees of impact. Improving work-life balance has the strongest effect on performance, followed by job satisfaction, work environment, and employee well-being. Addressing these factors is crucial for organizations aiming to enhance employee engagement, satisfaction, and performance.

Qualitative Analysis

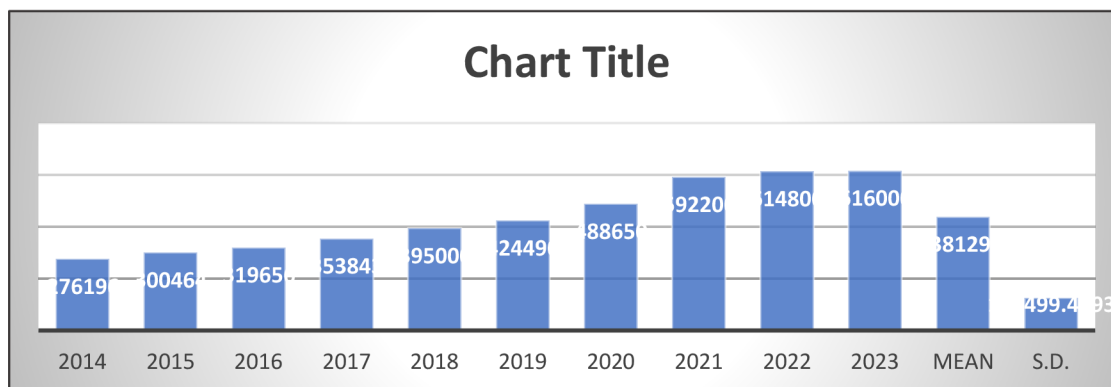
DATA ANALYSIS

TABLE:1 SHOWS DESCRIPTIVE ANALYSIS OF TOTAL EMPLOYEES OF TCS (2014-2023)

YEAR	NO OF EMPLOYEES
2014	276196
2015	300464
2016	319656
2017	353843
2018	395000
2019	424490
2020	488650
2021	592200
2022	614800
2023	616000
MEAN	4,38,129.9
STANDARD DEVIATION	1,25,499.4

(Sources: Tcs.com)

GRAPH:1 SHOWS NO OF EMPLOYEES OF TCS FROM 2014-2023



Source: Own processing 2024

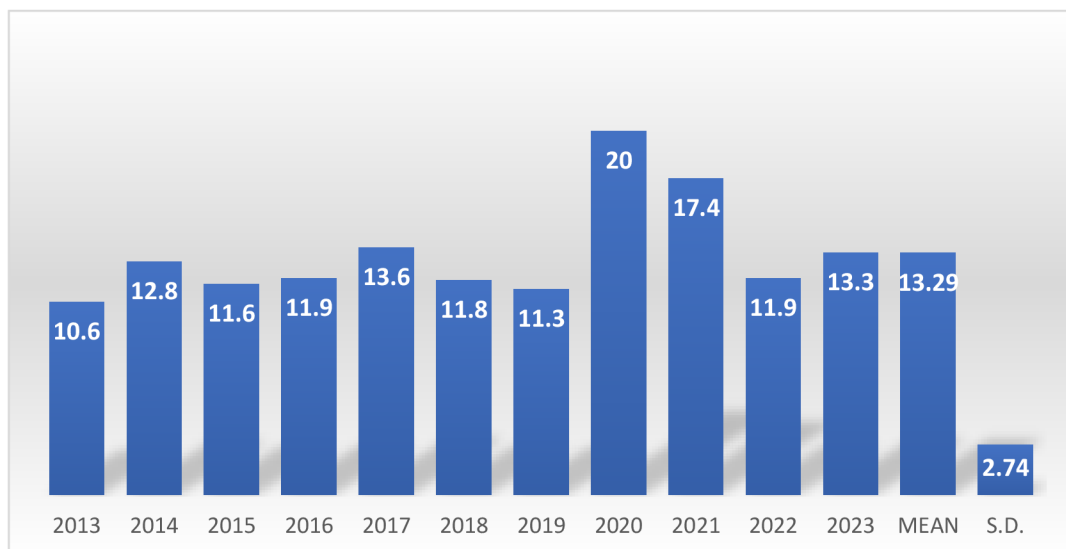
Analysis: From 2014 to 2023, Tata Consultancy Services (TCS) witnessed a substantial increase in its total number of employees, according to data from TCS.com. The number of employees surged from 276,196 in 2014 to 616,000 in 2023. The mean number of employees over this period was approximately 438,129.9, with a standard deviation of 125,499.4. Notably, there was consistent growth in the workforce size each year, with significant spikes in 2020, 2021, and 2022. This upward trend reflects TCS's expansion and recruitment efforts, likely in response to growing demand for its services and projects. The data underscores TCS's status as a major employer and its capacity for scaling its workforce to meet business demands and market opportunities.

TABLE:3 SHOWS DESCRIPTIVE ANALYSIS OF ATTRITION RATE OF TCS 2013-2023

YAER	ATTRITIATION RATE
2013	10.6
2014	12.8
2015	11.6
2016	11.9
2017	13.6
2018	11.8
2019	11.3
2020	20
2021	17.4
2022	11.9
2023	13.3
MEAN	13.29
STANDARD DEVIATION	2.73

(Sources': Tcs.com, Business- standard .com)

GRAPH:2 SHOWS ATTRITION RATE OF TCS FROM 2014-2023



Source: Own processing 2024

Analysis: Over the span of 2013 to 2023, Tata Consultancy Services (TCS) experienced fluctuations in its attrition rate, as per data sourced from TCS.com and Business-Standard.com. The attrition rate ranged from a low of 10.6% in 2013 to a peak of 20% in 2020, with a mean attrition rate of 13.29% and a standard deviation of 2.73%. Notably, there were spikes in attrition in 2014, 2017, 2020, and 2021, suggesting periods of higher employee turnover. Despite variations, the attrition rate generally remained above 10%, indicating a persistent challenge for TCS in retaining its workforce. The data underscores the significance of effective retention strategies for TCS to manage attrition and sustain organizational stability over time.

5 Results & Discussion

5.1 Results – Summary/Evaluation

The study's findings offer valuable insights into the intricate dynamics between various factors and their impact on employee performance, particularly focusing on the quality of work life within TCS. The independent sample t-test results revealed a significant disparity in the perception of work-life balance between genders within the organization. Notably, women reported a higher level of perceived work-life balance compared to their male counterparts, indicating potential gender-related variations in how individuals perceive and manage their work-life equilibrium.

The one-way ANOVA analysis provided deeper insights into the influence of demographic variables on work-life balance. While age did not emerge as a significant predictor, income, and experience exhibited notable effects. Employees with higher income levels reported greater work-life balance, suggesting a potential correlation between financial stability and the ability to maintain a satisfactory work-life equilibrium. Similarly, individuals with more experience within the organization demonstrated higher levels of work-life balance, implying that tenure and familiarity with the organizational culture may contribute positively to balancing work and personal life commitments.

The multiple regression analysis illuminated the relative importance of various factors in shaping employee performance. Remarkably, work-life balance emerged as the most significant predictor, underscoring its pivotal role in enhancing employee productivity and job satisfaction. Following closely behind, job satisfaction was identified as the second most critical factor contributing to employee performance, highlighting the importance of fostering a positive work environment and providing fulfilling job roles that align with employees' aspirations and values. Additionally, employee well-being emerged as another significant predictor, emphasizing the intrinsic link between employees' physical and mental health and their overall performance and productivity levels.

5.2 Discussion

The study highlights the crucial role of Quality of Work Life (QWL) in shaping employee performance and organizational outcomes. Recognizing this, organizations can implement strategies like flexible work arrangements and recognition programs to enhance work-life balance and job satisfaction, fostering a positive culture conducive to employee success. However, qualitative insights reveal challenges such as workload pressures and inadequate managerial support, necessitating proactive measures from leaders to address these issues through policies promoting work-life balance and mental health support.

5.3 Limitations of the study

Limitations inherent in the study include the use of convenience sampling, potentially introducing selection bias and limiting the generalizability of findings to the broader employee population at TCS Baroda. Additionally, reliance on self-reported data may lead to response bias, impacting the reliability and validity of results. The cross-sectional design restricts the ability to establish causality between variables, while the focus on quantitative data overlooks qualitative insights that could provide a deeper understanding of the research phenomenon. Unmeasured variables and confounding factors may also influence observed relationships, and the context-specific nature of the study limits generalizability to other organizational settings. These limitations underscore the need for caution in interpreting findings and highlight areas for future research to address these constraints and enhance the validity and applicability of results.

6. Conclusion

In conclusion, the study has provided valuable insights into the significant impact of quality of work life (QWL) on employee performance within modern organizational settings. Through an analysis of the data, it becomes evident that fostering a positive work environment that prioritizes employee well-being, job satisfaction, and work-life balance is crucial for enhancing employee performance and productivity. The findings of the study underscore the importance of various factors within QWL, including job security, opportunities for career growth, supportive leadership, work flexibility, and fair compensation, in influencing employee performance positively.

The implications of these findings are profound for organizational management and human resource practices. It is imperative for organizations to recognize the importance of investing in QWL initiatives and prioritize employee well-being as a strategic imperative. By doing so, organizations can not only attract and retain top talent but also drive performance excellence and achieve sustainable competitive advantage in today's dynamic business landscape.

In summary, the study highlights the critical link between QWL and employee performance, emphasizing the need for organizations to create supportive work environments that foster employee satisfaction, engagement, and growth. By acknowledging and addressing the multifaceted aspects of QWL, organizations can cultivate a culture of excellence, innovation, and success, positioning themselves for long-term prosperity and success in the ever-evolving global marketplace.

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8.3 List of Abbreviation

WE: Work environment

JS: Job satisfaction

EWB - Employees wellbeing

WLB - Work life balance

EP: Employees performance

9. Appendix

Demographic Information:

Age:

- Under 25 years old
- 25-34 years old
- 35-44 years old
- 45-54 years old
- 55 years old and above

Gender:

- Male
- Female

What is your income (per month)?

- Less than Rs. 10000 PM
- Rs. 15001- Rs.30000 PM
- Rs. 30001-Rs. 45000 PM
- >Rs 45001PM

Education Level:

- High School or equivalent
- Bachelor's degree
- Master's degree
- Doctorate or professional degree
- Other (please specify)

Years of Experience:

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

1. Work Environment:

1. The physical workspace in TCS is conducive to productivity.
2. There is clear communication from management regarding organizational goals and objectives.
3. TCS fosters a sense of inclusion and diversity in the workplace.
4. The leadership at TCS values employee feedback and suggestions
5. TCS encourages innovation and creativity in the workplace.

2. Work-Life Balance:

1. TCS provides flexible work arrangements to help balance work and personal life.
2. I have sufficient autonomy to schedule my work hours effectively.
3. I am able to disconnect from work responsibilities during non-working hours.
4. TCS encourages employees to take regular breaks and vacations.
5. I am able to manage my work commitments without sacrificing personal time.

3. Job Satisfaction:

1. I find my work at TCS meaningful and fulfilling.
2. I am satisfied with the level of recognition and rewards I receive for my contributions.
3. TCS offers opportunities for professional growth and advancement.
4. I feel supported by my colleagues and supervisors in my role.
5. The compensation and benefits provided by TCS are competitive and fair

4. Employee Well-being:

1. TCS offers programs and resources to support physical health (e.g., gym memberships, health screenings)
2. The company provides access to mental health support services (e.g., counseling, stress management programs).
3. I feel comfortable discussing personal challenges with my supervisor or HR department.
4. TCS actively addresses workplace stressors and strives to minimize them.
5. TCS encourages employees to prioritize their well-being.

EMPLOYEE PERFORMANCE:

1. On a scale of 1 to 5, how would you rate your overall job performance over the past six months?
2. How effectively do you believe you have met the key performance indicators (KPIs) set for your role during the previous performance review period
3. How often do you seek feedback from your supervisors or colleagues to improve your performance?
4. To what extent do you believe your performance contributes to the overall success of your team or

department?

5. How well do you think your current skills and competencies align with the requirements of your job role?